4. <u>VISION AND MISSION OF THE WESTONARIA LOCAL MUNICIPALITY</u>

Developing a vision and a mission for Westonaria Local Municipality and ensuring its relevance requires alignment with sector departments, national and provincial policies and strategic documents from neighbouring municipalities, especially the West Rand District Municipality (WRDM).

4.1 NATIONAL & PROVINCIAL POLICIES DIRECTING LOCAL PLANNING

4.1.1 3rd REVIEW

The President of South Africa, Mr J Zuma, in his State of the Nation Address held on 11 February 2010, the Minister of Finance, Mr P Gordhan, in the Budget Address held on 17 February 2010 and the Premier of Gauteng, Ms N Mokonyane, in her State of the Province Address held on 22 February 2010 all made it clear that the time left to the next local government elections scheduled for 2011 will be very important.

Local Government should focus all its efforts on

- Restoring the trust of the communities in local government
- Addressing the financial difficulties municipalities are experiencing to survive
- Working towards clean audit reports by 2014
- ♣ Fulfilling its mandate to deliver basic services to the community by 2014 and
- Building the economy and providing decent jobs.

Apart from the statements made by political leaders the following documents also guided the development of the IDP and the planning for the 2010/2011 financial year and beyond.

They are the:

- Manifesto of the African National Congress of 2009
- Medium Term Strategic Framework (MTSF)
- Report on the Comprehensive Assessment of Local Government in Gautena
- Local Government Turn Around Strategy and Guidelines.

Medium Term Strategic Framework (MTSF)

The aim of the Medium Term Strategic Framework (MTSF) is guide planning and resource allocation across all spheres of government. Municipalities are to adapt their Integrated Development Plans in line with the priorities set out in the MTSF.

The MTSF does not overrule the Millennium Development Goals (MDGs) previously set by national government but is a supporting mechanism to achieve it.

Vision 2025

Vision 2025 is a shared agenda that will allow the country a period of 15 years from 2010 to become the kind of society government has aimed for. The Vision 2025 addresses the national growth and development aspirations and goals over the long-term providing direction through strategies to be focused on.

Strategic Priorities and Programmes

<u>Strategic Priority 1:</u> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods

Over the next five years, Government must do more to improve the support structures and systems for economic activities creating decent job opportunities on a large scale.

In the medium-term growth should come more from industries that can meet the needs of South Africa and the region and to compete on the global market.

Expanding the decent work principles an integral rural development and agrarian reform strategy is needed.

An industrial action plan supporting broad-based industrialisation is needed to ensure longer-term growth, advanced manufacturing, encouraging low-energy technologies and green jobs.

<u>Strategic Priority 2:</u> A Programme to build economic and social infrastructure

Government will continue with infrastructure investment programmes aimed at expanding social and economic infrastructure, transportation, energy, water, sanitation and information and communications infrastructure to increase access, quality and reliability of public services to support economic activity.

Examples of projects are:

- To build, revamp and maintain electricity infrastructure including generation, distribution and reticulation
- Develop a reliable, affordable and secure IT infrastructure to improve service delivery
- Revamp the public transport infrastructure including the Bus Rapid Transport System (BRT) and taxi recapitalization.
- ♣ Build and maintain water infrastructure to improve reticulation, prevent waste and ensure reliable and safe supply of water for human consumption.
- ↓ Implementing programmes for the development and provision of suitable located low-cost housing. The current housing provision rate is to be doubled enabling the country to meet the Millennium Development Goals.
- ♣ Finalising and implementing the programme to secure universal access to electricity, water and sanitation by 2014
- Maintaining and upgrading infrastructure to ensure continued efficient service delivery.

<u>Strategic Priority 3</u>: Comprehensive rural development strategy linked to land and agrarian reform and food security

The national Spatial Development Perspective is to be reviewed and adjusted where necessary.

Strategies to be implemented are:

- ♣ Land reform policies to be prioritised. Policies to address redistribution and restitution of land. Water allocation reforms should be linked to the land release process.
- ♣ Stimulate agricultural production to ensure food security.
- ♣ Agricultural starter packs will be provided to 140 000 households per annum to promote rural livelihoods and food security.
- ♣ Improve service delivery to ensure quality of life. Government will increase investment in the delivery of services including education, health, housing, water, sanitation and energy using alternative technologies to overcome stumbling blocks.
- ♣ Implement a development programme for rural transport with the aim to promote rural transport infrastructure and services through rural nodes and linkage.
- ♣ Non-motorised transport infrastructure will also be considered to improve mobility and access to enhance socio-economic activity and a better quality of life.
- ♣ Skills development through recapitalized agricultural training colleges to ensure that appropriate training programmes are run. Rural FET colleges will be strengthened and equipped to address a range of rural development skills challenges.
- Revitalisation of rural towns
- ♣ Government to support other initiatives in rural areas to support apart from farming activities such as: tourism, light manufacturing and cultural work ensuring that facilities are fully utilised.
- ♣ Rural, urban and general anti-poverty strategies to be combined into a regional development approach.
- ♣ Supporting the development of emerging cooperatives and encouraging the role for agricultural cooperatives in the value chain including agri-processing.

Strategic Priority 4: Strengthening skills and human resource base

- ♣ Improving learner outcomes with a target of an overall 20% improvement in the key education indicators by 2014.
- ♣ This is to be achieved by: effective utilization of resources of schools
- Improved quality of early childhood development services with universal access to Grade R and double the number of 0-4 year-old early childhood development.
- ➡ Within the next two years provide adequate basic services such as water, sanitation and electricity to schools and progressively improve access to facilities such as libraries, classrooms and laboratories.
- Safe and supporting environment at schools for all children.
- Supporting and developing the teaching profession
- Creating conditions for effective school management including monitoring and evaluation functions.
- Broaden access to post secondary education and improve higher education.
- Linking the requirements of the economy with rural development challenges and social integration with the aim to increase skills.

Strategic Priority 5: Improve the health profile of all South Africans

- ♣ Improving access to health services and achieving better clinical and patient outcomes form the public health system.
- Within the next 5 year phasing in National Health Insurance (NHI)
- Improving the management of health services
- ♣ Strengthening the treatment of TB to combat the high rates of immune suppression and the emergence of the multi-drug resistant and extremely drug resistant strains
- ↓ Implementation of the Comprehensive Plan for the Treatment, Management and Care of HIV and AIDS with the aim to reduce the HIV-incidence rate by 50% by 2011 and ensuring that the target of reaching 80% of those I need of ARV treatment by 2011 is achieved.
- ♣ Introduction of new child vaccines to reduce cases of diarrhea and pneumonia being significant causes for child mortality.

Strategic Priority 6: Intensify the fight against crime and corruption

- ♣ Formulate and implement a coherent set of objectives, priorities and performance measurement targets for the key components of the criminal justice system
- Establish a new and realigned single criminal justice system (CJS).
- Modernisation of the CJS through the application of technology
- ♣ Mobilse the population in the fight against crime
- ♣ Designing different approaches to addressing problems of children in conflict with the law and women detained for minor offences
- ♣ Intensify the efforts to combat crime against women and children and the promotion of the empowerment of victims of crime.

Strategic Priority 7: Build Cohesive, caring and sustainable communities

The aim of the Medium Term Strategic Framework (MTSF) is to halve poverty and unemployment by 2014 and to strengthen human capabilities and promote shared values and reduce inequality. This will be achieved by way of:

- Building a society where rights and responsibilities are equally promoted
- Using arts and culture as mechanisms for promoting the cultural diversity of our society and for bringing people together.

<u>Strategic Priority 8:</u> Pursuing African advancement and enhanced international cooperation

The aim of the MTSF is to contribute to and promote the creation of a better Africa and a better world.

The main goal of government is to ensure that our foreign relations realize in economic growth and development especially in Africa and other developing countries.

- ♣ Structures such as NEPAD, African and European Union relations, South African Development Countries and others are valuable tools to achieve economic growth and industrialization, reduce poverty and attain economic development.
- ♣ Strengthening South-South relations to ensure the creation of political, economic and social space necessary for the fight against poverty, underdevelopment and marginalization of the South.

- ♣ Strategic relations with the North to advance South Africa and the rest of Africa's agenda.
- Strengthening political and economic relations to promote bi-lateral partnerships
- Participation on the Global System of Governance

Strategic Priority 9: Sustainable Resource Management and Use

South Africa is vulnerable to the impact of climate change, loss and diminishing water resources and biodiversity.

South Africa's involvement to fulfill its obligation to the current and future generation is reflected in the table:

Action	What	When
Ratified	United Nations Framework on Climate Change	August 1997
Acceded	Kyoto Protocol	March 2002
Launched	Climate Change Response Strategy	2004
Adopted	State of the Environment Report	2006

Key Programmes are

- ♣ Establishing a national framework on climate change mitigation
- Implement the water for growth strategy
- ♣ Finalise a policy to promote environmental protection and biodiversity conservation
- ↓ Implement the National Framework for Sustainable Development
- ♣ Apply measures to meet the energy efficiency target of 12% by 2015 and reaching the renewable energy target by 2013.

<u>Strategic Priority 10:</u> Building a developmental state including improvement of public services and strengthening democratic institutions.

The aim is to strengthen local government capacity, improve service delivery, build partnerships with society and to strengthen democratic institutions and fostering active citizenship.

This will be done by way of:

- Establishing a Planning Commission and improving technical planning
- ♣ Introduce a system of joint planning, aligning plans and programmes across all three spheres of government.
- ♣ Improve the capacity of monitoring and evaluation at the centre of government and across the spheres of government
- ♣ Do policy reviews of powers and functions on provincial as well as local level.
- Increase programmes for leadership and management development.
- Improving service delivery and quality of public services
 - Improving the capacity of local municipalities
 - Reviewing employment practices in local government
 - o Implement a core set of performance indicators for local government
 - Improve management capacity and set the standard of service the citizen can expect
 - Promote the use of citizen feedback on access and quality of public services by way of satisfaction surveys, citizen scorecards and reporting poor service delivery.

- o Improving organizational and individual performance management.
- ♣ Ensuring that all departments develop a minimum capacity for detecting and combating corruption, have and implement an anti-corruption policy
- Building partnerships with society and strengthening democratic institutions
- ♣ Consolidating and expanding the Community Development Worker programme in order to make government more accountable to the people.
- ♣ Promoting the engagement of civil society in governance processes and policy implementation and where applicable and feasible assist in strengthening their organisational and technical capacities.
- ♣ Educating society about values, rights and responsibilities of citizenship as enshrined in the Constitution.

Conclusion

All the strategic priorities mentioned in the Medium Term Strategic Framework (MTSF) should receive attention; however economic growth and development, creation of decent work on a large scale and investment in equality education and skills development are main focus areas.

West Rand District Municipality and Westonaria Local Municipality

In order to align to all the national and provincial policies the Westonaria Local Municipality attended a three day workshop hosted by the West Rand District Municipality to considered the uni-city concept planned for 2014 and identifying the way forward.

Based on a template provided a Municipal Turn Around Strategy (MTAS) was developed by Westonaria to address basic service delivery, public participation, governance, financial management, local economic development and public safety indicating where national and provincial sectors as well as agencies can assist.

Chapter 9 of the IDP deals with Westonaria Local Municipality's Turn Around Strategy focussing on Council's approach to deliver basic services, improve public participation, improve governance, tend to public safety, increase debt collection and apply sound financial management and promote local economic development.

4.1.2 2nd REVIEW:

Inauguration Address: Mr J Zuma: May 2009

"Everything we do must contribute in a direct and meaningful way to the improvement of the lives of our people" was one of many catch phrases used by Mr J Zuma, the newly elected President, during his inauguration address.

The President mentioned seven matters to be focused on, namely:

- Providing health services;
- Proper remuneration for work done;
- Access to clean water, decent shelter and proper sanitation;
- ♣ Having the opportunity of being self-reliant when farming in a rural area.
- Eliminating discrimination, exploitation and abuse against women and children;
- Children having access to education; and
- Job creation and opportunities.

Mr Zuma said the 2010 Fifa World Cup will promote international friendships and co-operation. He said the event will establish a legacy for the people of Africa.

He indicated that South Africa will continue to be an active member of the international community. Multilateral and bilateral forums will be the tools used to eradicate global poverty, strengthen peace and security and promote democracy.

State of the Nation Address: Mr K Motlanthe: February 2009

Mr K Motlanthe was appointed President of South Africa after the leading party in government recalled the former President, Mr Thabo Mbeki. Mr Motlanthe thanked the maturity of the constitutional system and the steady hand of public sector managers who enabled him to deliver the State of the Nation Address only five months after taking Office.

The President reflected on the global economic meltdown and indicated that it poses dangers for the South African economy in terms of job losses and the quality of life of the people. He however emphasised that the journey ahead is one of hope and resilience.

He said South Africa does not suffer the poverty of visions. The challenge is to translate these visions into programmes and projects for effective implementation.

During the State of the Nation Address Mr Motlanthe once again committed government to:

- creating the capacity necessary for improved service delivery and better integration within and across the spheres of government, including national strategic planning;
- continuing with the War on Poverty campaign and finalising the draft of the Comprehensive Anti-poverty Strategy through the public consultations now under way;

- continuing research and consultations on the Comprehensive Social Security System, including the matter of National Health Insurance;
- ♣ intensifying the campaign to save energy, so as to manage the current difficulties and change our own behaviour, while at the same time speeding up the projects to build new capacity and utilise alternative energy sources – recognising that in addition to the consequences of climate change, resources such as fossil fuels and water are declining in the same measure as demand is increasing;
- ♣ integrating into the work of the relevant Clusters the findings of research on Second Economy interventions such as the community works programme, support for small and micro-enterprises and rural development initiatives;
- ➡ intensifying efforts to revamp the criminal justice system, including better forensic capacity, rapid increase in the number of detectives, optimal utilisation of information and communications technology, and better management of the courts; and
- ♣ facilitating the processes aimed at strengthening gender equality such as 50/50 representation in decision-making structures, youth development, the rights of people with disability and children's rights including completing consultations on the National Youth Policy, preparing for the implementation of the African Youth Charter once it has been processed by Parliament, and for the setting up of the National Youth Development Agency; submitting the SADC Protocol on Gender and Development to Parliament; strengthening advocacy on the rights of people with disability; and extending the number of municipalities that have set up Children's Rights Focal Points beyond the current 60%.

The State of the Nation Address is available at: http://www.info.gov.za/speeches/2009/09020611061001.htm

National Budget Address: February 2009

Mr Trevor Manuel, Minister of Finance, during the Budget Address held in February 2009 said a transformation of the world economy is in progress. He expressed the hope that the restructuring of global trade and incomes will bring greater opportunities to the world's poor.

The 2009/2010 budget reflected a projected revenue collection of nearly R643 billion with projected expenditure of R738,6 billion leaving a deficit of R95,6 billion, equal to nearly 4% of the gross domestic product.

The Minister mentioned five principles that guided the budget namely:

- Protecting the poor;
- Sustaining employment growth and expanding training opportunities;
- Building economic capacity and promoting investment;
- Addressing the barriers to competitiveness that limit an equitable sharing of opportunities; and
- Maintain a sustainable debt level so that actions today do not constrain development of tomorrow.

The 2009/10 National Budget addresses the following:

- Tax cuts and incentives.
- ♣ Municipalities to receive an additional R2,5 billion for basic services. A further R5,3 billion was made available for municipal infrastructure and bulk water systems.
- Increased spending on social services:
 - Child support grant to be extended to children up to their 15thbirthday.
 - Child support grant to be R240 per month,
 - Foster care grant to be increased to R680 per month and
 - As from April 2009 pension disability/ and old age grants to be R1010 per month.
- Job creation.
- Education
- The budget to be applied to curb
 - HIV/AIDS pandemic and Tuberculosis (TB)
 - Infant and child deaths by way of availing vaccines
 - Poverty
 - o Crime

Agricultural support and rural development

Increasing agricultural output, raising rural incomes, supporting small scale farmers and investing in rural roads are key objectives of government's rural development strategy. The budgets of the Illema/Letsema campaign, which distributes agricultural starter packs to poor households, the comprehensive agricultural support programme and allocations to targeted rural infrastructure projects, received a further R1.2 billion boost.

Investing in housing and municipal infrastructure

Housing and the eradication of informal settlements remain at the forefront of the infrastructure investment plans, and impact significantly on both employment creation and poverty reduction. In the past three years, the municipal infrastructure grant (MIG) programme has spent about R32 billion. Over the next three years, infrastructure grants to municipalities total R67 billion, and a further R45 billion will be spent on the Breaking New Ground housing programme. Together with investment in roads and public transport, these constitute one of the largest areas of expansion of public sector spending, and are rightly prioritised as part of government's response to the current deterioration in employment and economic activity.

Agency for Mining Towns or Labour-sending Areas

The Minister agreed with the mineworkers' unions and the Minister of Minerals and Energy that government is to consider establishing an agency, to be jointly managed by business, labour and government, to invest in economic development in mining towns or labour-sending areas affected by retrenchments.

If the new development agency can be established this year, allocations towards its activities will be made during the adjustments budget.

Fuel Levy

The Minister proposed that the general fuel levy should form part of a new municipal revenue arrangement to replace the former Regional Service Council levies.

In 2009/10, 23% of the general fuel levy will be earmarked for metropolitan municipalities to support expenditure on roads and transportation infrastructure.

The Budget Address is available at http://www.info.gov.za/speeches/budget/speech2009.pdf

State of The Province Address: February 2009

The Premier of Gauteng, Mr Paul Mashatile in his State of the Province Address stated that creating "decent" work is one of his priorities for the coming financial year. This will be achieved by way of massive infrastructure developed in Gauteng Province.

During the 2009/10 financial year Gauteng Province will initiate more projects that require public/ private partnerships. Projects named were:

- ♣ The G-link project for the installation of optic fibre access to the province.
- Expanding the Gauteng Freeway improvement project.
- ♣ Completion of the Jabulani and Natalspruit hospitals.
- Initiating new commuter rail projects.

Three Industrial Zones were identified:

- ♣ OR Thambo International Airport-establishment to start this year.
- Metsweding already started with
- Babelegi Industrial Zone in Hammanskraal planning stage.

Education

Projects 2009/10

- Early Childhood Development to be strengthened and supported.
- ♣ Development and increasing the number of pupils studying maths, science and technology.
- Food nutrition programme will soon cover all high schools in the Gauteng.

Achievements

- 1 600 schools will be online.
- Nutrition programme reached more than 500 000 primary school children.
- A new curriculum has been put in place.
- 60% of schools are non-fee-paying.

Health

Projects 2009/10

- Intensify the fight against HIV/AIDS.
- ♣ Increase the capacity to respond to Tuberculosis (TB) and other diseases.
- ♣ Strong focus on recruitment, training and retention of health professionals.

Achievements

- Many people have access to quality healthcare within 5km of there homes.
- ♣ The Health Information System and smart cards are being rolled out to eliminate long queues.

- More than 165 000 people are on antiretroviral treatment.
- TB cure rate has increased from 58% in 2004 to 72,9% in 2008.

Crime

Projects 2009/10

- ♣ Gauteng Province will work with national government to strengthen the criminal justice system.
- Recruitment and training of detectives to receive special attention.
- Increased police visibility.

Farming

Projects 2009/10

- Support to farmers to ensure food security.
- ♣ Investment in food gardens especially in poor communities.
- Support for the development of small farmers.

Environment

Projects 2009/10

Developing a comprehensive strategy for reducing greenhouse gas emissions and provision of alternative clean energy.

Housing

Achievements

- ♣ Between 1994 and 2008 more than 680 000 housing units were built and 70 000 title deeds handed over.
- ♣ Approximately 710 000 households have access to water and sanitation. Areas mentioned are Alexandra, Bekkersdal, Kliptown and Evaton.
- ♣ 97,9% of people have access to clean piped water.

Other Achievements

- ♣ Approximately 1,4 million people receive a social grant compared to 305 000 in 1994.
- ♣ The following stadiums namely Ellis Park and Loftus will be ready for the Confederation Cup in June 2009.
- ♣ Unemployment in Gauteng dropped from 30,46% in September 2001 to 19,5% in September 2007.

The Premier reflected on the global economic crisis and indicated that lower demand for local goods and services could result in the closure of companies and job losses.

He however confirmed that Gauteng is strengthening interventions promoting international trade and investment, training and re-skilling of workers as well as job creation and retention.

Measures such as social grants, increased public investment in infrastructure and Expanded Public Works Programme (EPWP) will be used to mitigate the impact of the crisis.

Mr Mashatile reported that since 2006, Gauteng Province has helped more than 14 000 small, medium and micro enterprises by providing R64 million in financial assistance.

The Address was published in The Star dated 17 February 2009.

Accelerated and Shared Growth Initiative (ASGISA)

President Thabo Mbeki in his State of the Nation Address held in 2006 highlighted the importance of an initiative to reduce poverty by half by 2014. Government committed itself to expedite the implementation of the Accelerated and Shared Growth Initiative (ASGISA). Two phases were identified to address the problem namely:

- ♣ Phase 1 (2005 2009) aims to achieve an average Gross Domestic Product (GDP) growth rate of 4,5% per annum; and
- ♣ Phase 2 (2009 2014) aims to achieve a minimum of 6% GDP growth rate per annum.

ASGISA portrays the same set of objectives as set out in the Redistribution and Development Plan (RDP) as well as the Growth, Employment and Redistribution Strategy (GEAR).

Ways to achieve the identified targets are by way of:

- Facilitating the growth of industries producing products for both domestic and export markets and having the potential to employ large numbers of semiskilled workers;
- Intensifying measures to facilitate investments in business outsourcing, tourism, bio-fuels and chemicals, finalise practical programmes for forestry and paper, clothing and textiles, metals and engineering sectors; and
- Prioritising key interventions in mining and mineral beneficiation, agriculture and agro-processing, the white goods sector, creative industries, community and social services and pharmaceuticals.

The following website will provide more information: http://www.info.gov.za/asgisa/

Gauteng Global City Region Strategy

The main objective of the Global City Region is to build Gauteng into an integrated and globally competitive region. Economic activities of different parts of the province are to complement each other in consolidating Gauteng as an economic hub of Africa as well as an internationally recognized global city region.

Internal coherence and cooperation within Gauteng is to be encouraged thus improving the Province's competitiveness. The approach to be followed will be to focus on safety and an integrated transport network which will promote development and economic growth.

Various planning instruments, structures and sectors in Gauteng are already in place and aligned.

4.2 THE PROVINCIAL CONTEXT

The West Rand, and therefore Westonaria, forms part of the Gauteng Province which is generally and widely branded and marketed as the "Smart Province and the Globally Competitive Province" of South Africa, thus moving from the premise of a:

- Concentrated command point in the organization of the inter-national and regional economies;
- Location for finance and specialized service firms;
- Site of production and innovation in leading service industries; and
- Market for the products and innovations produced.

As such the Gauteng Province, in world terms, has been classified as a Regional Urban Area (city) for the SADC Region and Africa displaying the following characteristics:

- A main urban area (City) supported by link feeder urban areas (cities) with functional relationship based on the needs/wants and shortcomings of the Central Urban Area (City) itself;
- A "New Age Boomtown Scenario" in terms of the communication and information age;
- Advanced growth based on high tech industries and skilled labour force; and
- Globally competitive through cutting edge technology, explicit policies and capital behind its growth.

The Gauteng Province is therefore generally regarded as synonymous with:

- Human Resource development and skilled labour;
- Globally competitive infrastructure and services;
- Targeted sector support:
- Small business support;
- Export promotion; and
- Technology transfer, research and development.

It is important to understand the degree of specialisation in which the various areas or regions that make up the Gauteng Province specialises. This provides an indication of the competitive advantage as well as the focus of the thrusts and mechanisms necessary to grow the economy of a specific area.

4.2.1 Provincial Perspective (The 2014 vision for Gauteng)

The 2014 Planning Initiative is a process undertaken by the Office of the Premier of Gauteng. The purpose of the Gauteng 2014 Planning Process is to produce a clear vision with associated strategies that should guide the Province in its activities and relationships. This will be tested against possible scenarios that will be linked with specific indicators and outcomes.

As such the Gauteng 2014 Plan is a high level, visionary document that the post 2004 elections in the Gauteng Provincial Government considered implementing. The Vision,

Strategic Thrusts and Strategies formulated through the 2014 Visioning Process will serve as cornerstone and point of departure for growth and development on the West Rand.

The 2014 Vision identified the following priorities for Gauteng. The focus to be on:

- Deepening citizenship and democracy;
- Promoting labour absorbing economic growth that contributes to reducing inequality and poverty;
- Establishing strong sustainable communities which represents productive, skilled and healthy people and;
- ♣ Good Provincial Governance that is responsive to the needs of its citizens.

Vision category	Strategic Thrusts
Citizenship and democracy	 Investing in citizenship, democracy and social regeneration through: Social mobilization and social crime prevention; and Consolidating democratic participation.
Economic development	Economic development for jobs, broad based wealth creation and creation of productive assets.
Sustainable communities	Creating liveable, empowered and sustainable communities through: Creating a compact urban form close to employment opportunities; Addressing poverty; and Creating a sustainable environment.
Good governance	Good governance with active partnerships with people.

The Gauteng Integrated Development Plan (GIDP)

The Premier of Gauteng, Mr Mbhazima Shilowa, in his address at the opening of the Gauteng Provincial Legislature, 2006, said the challenge Gauteng is facing is to ensure that the rights of the people enshrined in the Constitution of South Africa are achieved in the shortest possible time.

He stated that the key issues of the Gauteng Integrated Development Plan for 2006 is to respond to the expectations of the people for more economic growth, job creation, reduction of poverty and accelerated delivery of basic services.

Focus areas for local government:

The Municipal Infrastructure Grant is granted to local municipalities to address backlogs in provision of clean water, sanitation, roads, storm-water drains and pipes, street and community lighting.

Addressing poverty and underdevelopment in the Province will be by way of reducing inequality and income gaps and bridging the gap between the first and the second economy.

The Premier committed himself to mainstreaming gender, improving the lives of women ensuring easy access to capital, entrepreneurship and overall participation in economic activity. Accelerated empowerment of women in the construction industry, project

management, co-operative sectors and SMME management will be supported. Opportunities will be provided that women will benefit more from contracts awarded by the provincial government and special training in this regard will be provided.

According to the Premier "Project Consolidate" was of important significance since the necessary skills were provided to municipalities to improve service delivery and the various levels of government had the opportunity to learn from one another.

Local Government is a valuable instrument assisting the Gauteng Province to restore the dignity of people. The targets set by Province are the following:

- Creating a better life for the people;
- Contribute to the national effort to reduce poverty and unemployment by half by 2014;
- Assist in making Gauteng a globally competitive region;
- Grow an economy to benefit the people;
- ♣ Positioning Gauteng as the home of tourism, competitive sport, etc.;
- Providing user-friendly services addressing the needs of women, youth, the elderly, disabled and children; and
- Contributing towards the goals outlined by the Accelerated and Shared Growth Initiative of South Africa (ASGISA) and the Gauteng Development Strategy (GDS).

Future projects of Gauteng:

Emanating from his address the following projects will be implemented in the near future and should be considered:

- Gauteng Air Quality Management Plan to improve the quality of air and emission management;
- Training of care-givers and auxiliary social workers linked to 98 HIV/AIDS community based care sites;
- Training of community health workers;
- Additional health workers to be trained on comprehensive HIV and tuberculosis clinical management and care;
- Hospital Revitalisation Programme 10 clinics to be completed by 2007 of which one (1) will be in Randfontein;
- HIV/AIDS Comprehensive Care and Treatment Programme Target to have 60 000 patients on anti-retroviral therapy treatment and 54 operational sites;
- Five additional Post Exposure Prophylaxis (PEP) facilities will be established to assist victims of sexual abuse;
- Provincial Disaster Management Centre to be established;
- Closer co-operation with stakeholders to enhance Gauteng's global competitiveness as a city region;
- Finalizing the Gauteng Spatial Development Framework linking it to the National Spatial Development Framework which will assist local integrated development plans to better integrate with the Provincial Framework;
- Identify and avail resources to assist metros and districts to support the development of Growth and Development Strategies;
- With the development of the Provincial Nepad Framework strategically position Gauteng as the host of the Pan African Parliament;
- To have one Community Development Worker per Ward in all the wards of Gauteng:
- Providing 50 Information Kiosks within the MPCCs and other service centres; and
- 70 Digital Lounges within government departments.

4.2.2 Growth & Development Strategy (Gds) For Gauteng

The Growth and Development Strategy (GDS) of the Gauteng Provincial Government (GPG) aims to address the high levels of unemployment and poverty experienced in the Province and to address the uneven and skewed growth experienced in some areas while other communities do not benefit from it.

The GDS is based on national policies amongst others the National Spatial Development Perspective and goals adopted at the national Growth and Development Summit.

It is informed by the following documents:

DOCUMENTS	FOCUS AREAS			
Trade and Industry Strategy	Re-alignment of the manufacturing sector towards high value-added production. Promoting financial and business services e.g. technology, corporate head office location and business tourism. Broadening business activity through Broad Based Black Economic Empowerment (BBBEE), Local Economic Development (LED) and entrepreneurship.			
Gauteng Integrated Development Plan	Identifying development potential. Target economic infrastructure in areas with potential. Meet people's needs in areas with low potential or activity.			
Local Economic Development Strategy	New business creation Improving infrastructure Improving local business competitiveness Attracting local investment Encouraging local procurement			
State of the Environment Report and Environmental Implementation Plan.	Ensuring that resources used for economic and social activities are used in a sustainable manner by way of preventing waste and pollution thus providing safe secure and sustainable communities.			

Principles guiding GDS

The GDS is based on the following principles:

- Acknowledgement of leadership and the important role government has to play in socio-economic transformation;
- Endorsing the principles of participatory democracy and good governance consisting of accountability and transparency; and
- Developing an economical approach supporting sustainable economic growth, poverty alleviation, and unemployment and job creation.

Aims and Purpose

- Ensuring that socio-economic development has an integrated, sustainable, holistic and participatory approach;
- Provide economic growth, address poverty alleviation and job creation;
- Focus on co-operative governance and intergovernmental relations ensuring integrated service delivery;
- Identify opportunities for sectors and citizens to be involved in the reconstruction and development of the Province; and
- Ensuring that the growth and development are implemented during the next decade.

Socio-Economic Investments Made

- Social grants including child support grants;
- Health services;
- Housing;
- Free basic services;
- Upgrading the public schooling system;
- Expanded Public Work Programmes (EPWP) with the aim of creating jobs and developing skills;
- Projects to bridge the gap between the first and second economy; and
- The economic shift to high-value, high skills tertiary jobs and an increasing rate of unemployment remain issues to be addressed.

Mechanisms used

Achieving the objectives of bridging the gap between the first and second economies mechanisms have been put in place to integrate the second economy into the mainstream economy by way of:

- SMME Support;
- Skills Development;
- Broad Based Black Economic Empowerment;
- Growing and transforming the economy:
- Ensuring a shared economy;
- Institutional arrangements: improving access to information by way of Multipurpose Centres (MPCC's), Gauteng On-line;
- Strengthening Inter-governmental relations:
- Focusing on an integrated globally competitive region;
- Programmes fast tracking women, youth, the elderly and the disabled;
- Addressing HIV/AIDS.

Implementation of GDS

The mere existence of a Growth and Development Strategy is not enough. Various role players should participate in achieving the aims set out above.

The role players are:

- Government all three spheres
- Private Sector; and



Civil Society.

Measuring Performance

An annual review process engaging all stakeholders is used as a monitoring and evaluation process. The review will consider the set targets, timeframes, quantitative and qualitative indicators.

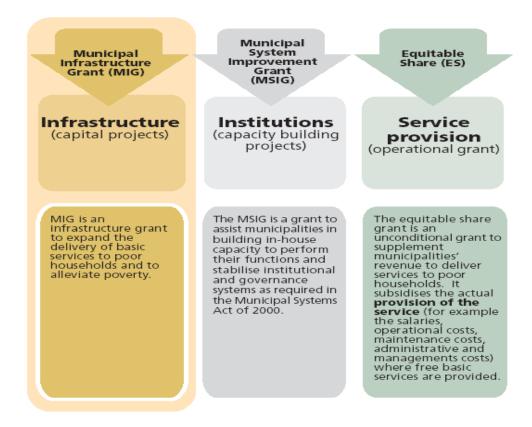
Linking with GDS

Westonaria Local Municipality throughout the Integrated Development Plan considered the Growth and Development Strategy provided by the Gauteng Provincial Government. Projects are aligned to address the needs of the various communities of greater Westonaria and to also align it to priorities indicated by the West Rand District Municipality.

Project Management Unit (PMU)

A Project Management Unit (PMU) was established and the purpose of the Unit is to coordinate and manage the Municipal Infrastructure Grant (MIG) projects of Westonaria Local Municipality (WLM), in order to comply with the grant requirements as contained in the MIG policy framework document of province.

The objective of the PMU is to ensure responsible expenditure within a carefully planned infrastructure plan, whilst ensuring a high quality output with sustainable (long-term) infrastructure lifecycle.



During 2009/10 financial year, Westonaria Local Municipality received a total amount of R38,6 m from the Municipality Infrastructure Grant (MIG). An amount of R45,05 m was allocated for the 2010/11 financial year.

The breakdown of the allocations is reflected below. The division of the allocation for 2009/10 was as follows:

- 4 68% for Water, Sanitation, Roads and Storm-water
- 4 24% to Public Services such as taxi ranks, municipal buildings and
- 4% to Social Institutions and Micro Enterprises, Sport Complex etc.
- 4% for the administration of the Project Management Unit.

MUNICIPAL DISTRIBUTION FUND: 2009/2010 and 2010/11

CATEGORIES	2009/10 (Actual %)	2009/10 (Actual R)	2010/11 (Budget %)	2010/11 (Budget R)	MIG GUIDE %
B-BASIC RESIDENTIAL SERVICES	68%		69%	30,938,532	70%
Water	0	0	2%	1,100,000	
Sanitation	35%	13,650,341	46%	20,727,787	
Roads & Storm water	15%	5,748,923	8%	3,390,246	
Solid Waste (disposal, transfer & processing)	18%	7,003,166	13%	5,720,497	
Health (Clinic)	0	0	0	0	
P-PUBLIC MUNICIPAL SERVICES	24%		8%	3,456,204	15%
Cemeteries and Mortuaries	24%	9,291,008	7%	3,256,204	
Taxi Rank	0	0	0	200,000	
Municipal Building	0	0	0	0	
E-SOCIAL INSTITUTIONS & MICRO ENTERPRISE	4%		20%	8,854,222	5%
Parks	0	0	0	0	
Sport Complexes	4%	1,400,000	12%	5,559,835	
Arts & Culture (MPCC)	0	0	7%	3,294,387	
N-NODAL MUNICIPALITIES	0	0	0	0	5%
SUB-TOTAL	96%	37,093,440	96%	43,248,960	95%
PMU Management & Admin (^{max of 5%})	4%	1,545,560	4	1,802,040	5%
TOTAL	100%	38,639,000	100	45,051,000	100

PLANNING FOR THE OUTER FINANCIAL YEARS

Municipal Infrastructure Grant (MIG)

Westonaria Local Municipality

	National Financial Year						М	unicipal Fin	ancial Yea	r	
2006/07 (R'000)	2007/08 (R'000)	2008/09 (R'000)	2009/10 (R'000)	2010/11 (R'000)	2011/12 (R'000)	2006/07 (R'000)	2007/08 (R'000)	2008/09 (R'000)	2009/10 (R'000)	2010/11 (R'000)	2011/12 (R'000)
23,405	23,211	30,895	38,639	45,057	54,184	23,405	23,211	30,895	38,639	45,057	54,184
23,405	23,211	30,895	38,639	45,057	54,184	23,405	23,211	30,895	38,639	45,057	54,184

Meeting The Targets Programme (MTTP): Sanitation Backlogs

Standard of basic sanitation comprises of:

- ♣ The provision of appropriate health and hygiene education; and
- A toilet which is safe, reliable, environmentally sound, easy to keep clean, provides privacy and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease- carrying pests.

Westonaria Local Municipality has progressed significantly in providing water to the most remote areas through the use of stand pipes for potable water and VIP toilets for sanitation. This is a notable achievement and warrants that the Municipality now refocus its attention on operational sustainability of water systems and infrastructure, capital provisions for upgrades and refurbishments, forecasting and replacement strategies and strategies for recoveries on provisions of water and sanitation services.

Westonaria Local Municipality - Sanitation Backlog Summary

	No of Households	Sanitation Above RDP	Sanitation Above- Basic	Sanitation Below- RDP
Bekkersdal (formal)	2 500	2 500	2500	
Westonaria	7 781	7 781	31 467	
Simunye	3 030	3 030	3030	
Bekkersdal Informal (VIP)	14 500	14 500	13 000	
Rand Water Works (VIP)	1 204	1 204	800	
Thusanong (VIP)	850	850	700	
Other (Farms No services)	115	25	25	90
Total	29 980	29 890	29 890	90
Percentage (%)		99.7%	99.7%	0,3%

In greater Westonaria 44.4% (13 311) of consumers have access to full waterborne sanitation, 55.2% (16 554) consumers has access to VIP toilets. The ratio is 1 VIP toilet for 2 households. Farms are not serviced by the municipality and accounts for 0.3%.

The municipality aims to provide full waterborne sanitation and thus ensure 'equal' level of service to all residents within the municipality. This however is depending on financial and economic viability of extending the current level of service from "VIP toilets" to "full waterborne sanitation" in all areas.

- Great care for such a move is however needed, since sustainable services revolve around available water resources,
- affordability of services by low income residents,
- increased operations and

The factors mentioned above suggest that any decision taken to provide high levels of services across the spectrum of all communities will not be sustainable or financially viable.

Should the municipality manage in supplying all consumers with waterborne sanitation it will minimise pollution and sinkhole threats.

It must also be noted that the current water treatment works will not have sufficient capacity to deal with the additional effluent that would arise from the increased expansion of waterborne sanitation.

The existing Hannes van Niekerk Water Works Treatment Plant (WWTP) has a design capacity of

26.5 M ℓ /d and is currently operating at some 17 M ℓ /d. This surplus will be consumed by 2010/11 and an additional 10M ℓ /d and 5 M ℓ /d are required by 2015 and 2020 respectively.

Future Trends and Goals (Waterborne Sanitation)

The future trend is to maintain the current situation of waterborne sanitation in all urban areas. The waterborne network is to be expanded to include any new developments which can be linked to the sewer reticulation system. Gravitational reticulation is preferred and pumping only done when no other design can be incorporated.

Strategic Gap and Analysis (Waterborne Sanitation)

The current water treatment works will not have sufficient capacity to carry the additional effluent as a result of the increasing expansion of waterborne sanitation but planning is in process to increase the capacity to 10Ml/day.

More consumers with access to waterborne sanitation will result in additional bulk water purchases.

Westonaria does not have sufficient (quality and quantum) personnel employed to effectively manage the WWTW's

Implementation Strategies (Waterborne Sanitation)

The existing capacity of the Hannes van Niekerk WWTW will be upgraded and expanded to meet the future organic and hydraulic demands.

The capacity required at the new Zuurbekom WWTP on the eastern boundary of Westonaria is 28.9 Mt/d, 54 Mt/d and 61 Mt/d in 2015, 2020 and 2025 respectively. It is recommended that the treatment works be constructed in 20 Mt/d modules with 40 Mt/d to be constructed as part of Phase 1. This will provide WLM opportunity of evaluating the inflow to the new plant and determine the need for the construction of an additional 20 Mt/d module as developments necessitates the upgrading.

It is recommended that the infrastructure needs for 2020 be re-evaluated as more information become available. The implementation of Phase 2 will require design and construction management prior to construction scheduled for commencement in 2014

List of projects:

The Municipality in association with the Department of Water Afffairs (DWAF) has compiled a comprehensive list of projects that have been implemented since 2005 with the proposed projects that are required to address backlogs in the future. All these projects have the estimated backlogs assigned to them, which are indicated in terms of 3 categories. The categories are as follows:

- Category A Households that do not have access to a basic level of water supply (200 l/h/day) and to a basic level of sanitation provision (VIP toilet) – This is not applicable to Westonaria Local Municipality.
- Category B Projects that require refurbishment or its replacement as a matter of urgency;
- Category C -Projects that are purposed to improve the level of service to a community, excluding sanitation bucket eradication projects.

This list of projects was effectively utilised for the compilation of the schedules contained within the Water services Plan reflecting modifications, review and updating of financial budgets and orders of prioritisation of project implementation being effect amongst other changes. It is essential that this database and planning tool be reviewed and updated in accordance with any additional projects that are prioritised and budgets revised, etc.

The annual sanitation project list contains projects to the value of more than R514,7 million. Both water and sanitation projects have multi-year projects, some are going to be implemented up to 2014.

A matter of concern however, is that the WSA could only managed to secure R123,5 million to address sanitation. The MIG allocations for the 2010/2011 financial year for sanitation is R6,9 million.

Proposed Water Services Development Plan (WSDP) projects for inclusion in IDP

Sanitation Projects - (Water Services Development Plan)

Ref	Location	Project	Ward	Project category	Implementation Status	Total Project Costs	Previous Years	2008/09 Budget			Medium ⁻	Term Exper	diture Fram	ework (R'000)	Backlogs to be addressed
				,		('000)		R'000	Funding Source	Funding Status (Secured amount)	2009/10	2010/11	2011/12	Beyond 2012	
0304/036	Westonaria LM	Replace old vacuum Tanker	All	В	To be completed June 2010	350			WLM	350	350				
0809/078	Westonaria LM	Automatic Sampler	All	В	To be completed Dec 2009	40			WLM	40	40				
	Venterspos	Replacement of existing underground outfall sewer pipes and pumpstation Phase 2	6	В	In Construction	12 597			MIG	12 597		6 903	5694		
	Bekkersdal	Sewer reticulation upgrade		В	Planning	38 000			Unknown	0			38 000		
***	Zuurbekom	Regional WWTW		С	Planning/ Construction	368 510		2 350	DWAF and Other	107 264	4 615	18 096	203 672	172 990	
***	Westonaria LM	Refurbish of Sewer works Phase 1		С	Planning	95 289		1 249	Unknown	3 334	4 000	4 524	50 918	34 598	
		Total				514 786	_	3599	_	123 585	9 005	29 523	298 284	207 588	

4.3 THE WEST RAND MACRO PERSPECTIVE

Based on the national and provincial policies and strategies the West Rand District Municipality developed a vision and a mission for the district. The local municipalities considered the above-mentioned and developed their own unique vision and mission statements to reflect their individual status and niches.

4.3.1 The Vision for WRDM

"We shall aspire to build a safe and peaceful environment based on a sustainable social, economic and physical development. Providing a better life for all our people, through an institution that exercise governance in a transparent and accountable manner."

4.3.2 The Mission of WRDM

"We shall engage in the exercise of co-operative governance to ensure the development of an environment that enables social, economic and physical development. Through the development and implementation of an integrated development strategy for the West Rand and leveraging the development capital and related resources to maximize the opportunities for development in the region."

4.3.3 Challenges for the West Rand

In order to reflect the Vision of the African Renaissance the West Rand will need to:

Promote Access to Opportunities

Poor communities must have access to material opportunities. This implies access to jobs, credit, roads, electricity, and markets for their produce, as well as the schools, water, sanitation, and health services that underpin the health and skills essential for work.

Promote Access to Empowerment

Poor people must be empowered to have access to markets and the ability to meaningful participate in economic opportunities.

Promote Access Security

Poor communities must not remain exposed and vulnerable to economic shocks, natural disasters, ill health, disability, and personal violence.

4.4 WESTONARIA PERSPECTIVE

The vision statement of the Council indicates to residents, businesses and all other stakeholders what it seeks to achieve. It is directed towards the future and briefly states the municipality's purpose – its reason for existence.

Its vision is also aimed at long-term development of the municipality and as such all role-players need a joint vision as common ground which provides guidance to all. This includes the officials of the municipality, Councillors, residents and all potential investors.

Furthermore, the vision provides the direction for a municipality's strategies, objectives and implementation plans. The staff of a municipality must therefore be able not only to understand the vision, but also to identify with and endorse it.

4.4.1 Vision

The vision can be used in official documents as a way to remind officials and the public/community of what the municipality seeks to achieve, by which statement they can continuously measure the performance of the municipality.

Considering the national, provincial and regional policies and guidelines Westonaria Local Municipality adopted the following statement as its strategic Vision.

VISION.

Westonaria Local Municipality aspires to deliver sustainable social and economic development for the people of Westonaria.

4.4.2 Strategic Mission

Westonaria Local Municipality will provide a viable sustainable governance model built on development practices to ensure a better quality of life for all the people of Westonaria.

4.4.3 Strategic Goals

The Strategic Goals are:

- ♣ To provide a democratic and accountable government for local communities as required by the Constitution of South Africa, Act No 108 of 1996;
- To ensure the provision of services to communities in a sustainable manner;
- To ensure good corporate governance; and
- To provide a safe and healthy environment.

4.4.4 Core Business Values

The Batho Pele "Customer First" principles form the central core of Council's value system. The aim is to increase levels of service delivery that will serve the communities better. Integrated Development Planning and institutional capacity will be enhanced by:

- Availing the necessary resources to ensure the development of the municipality's structures and systems, transformation and skills development;
- Ensuring that in terms of community services and infrastructure service delivery the developmental focus of Council is directed towards a holistic approach to alleviating poverty and skills development realizing in sustainable human settlements and infrastructure;
- Renewed commitment to effective local economic strategies linked to economic opportunities;
- ♣ Enhanced focus on skills development programmes under the auspices of the Executive Mayor for the youth, women and disabled;
- Deepening democracy through participatory governance with local communities and with the three spheres of government; and

Create a safe and secure environment for the people of Westonaria Local Municipality through a multi-agency approach involving all key stakeholders by 2014.

This mission statement must be seen in the global context. Westonaria Local Municipality is focussing inwards to ensure good governance, but also outward by way of cooperative governance.

It is thus very important that Westonaria finds its niche market (focus area) within the West Rand and Gauteng Province.

5. <u>LEGAL FRAMEWORK ANALYSIS</u>

5.1 INTRODUCTION

Municipalities have been established in terms of Section 12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), within the legal framework of the Constitution.

Westonaria Local Municipality was established as a category B municipality, within the boundaries of the West Rand District Municipality (WRDM) as Category C. The Municipality has executive and legislative authority and is empowered to govern, on its own initiative, the local governmental affairs of its community, subject to national and provincial legislation, as provided for in the Constitution and other relevant legislation.

Section 83 of the Structures Act makes provision for the general functions and powers of municipalities and states that the functions and powers assigned to municipalities must be divided between the district municipality and the local municipalities within the area of jurisdiction of the the district municipality.

Subsection (3) deals with some functions and powers of district municipalities and provides as follows:

"A district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by –

- (a) Ensuring integrated development planning for the district as a whole;
- (b) Promoting bulk infrastructural development and services for the district as a whole:
- (c) Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- (d) Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area."

Section 84 deals with the actual divisions of functions and powers between district and local municipalities and reads as follows:

- "(1) A district municipality has the following functions and powers:
 - (a) Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality;
 - (b) Potable waters supply systems:
 - (c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity;
 - (d) Domestic wastewater and sewage disposal systems;
 - (e) Solid waste disposal sites, in so far as it relates to -
 - (i) the determination of a waste disposal strategy;
 - (ii) the regulation of waste disposal; and
 - (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

- (f) Municipal roads, which form an integral part of a road transport system for the area of the district municipality as a whole;
- (g) Regulation of passenger transport services;
- (h) Municipal airports serving the area of the district municipality as a whole;
- (i) Municipal health services;
- (j) Fire fighting services serving the area of the district municipality as a whole, which includes-
 - (i) Planning, co-ordination and regulation of fire services;
 - (ii) Specialised fire fighting services such as mountain, veldt and chemical fire services;
 - (iii) Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures; and
 - (iv) Training of fire officers.
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district;
- (I) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district;
- (m) Promotion of local tourism for the area of the district municipality;
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality;
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the district municipality; and
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.
- (2) A local municipality has the functions and powers referred to in section 83(1), excluding those functions and powers vested in terms of subsection (1) of this section in the district municipality in whose area it falls.
- (3) (a) The Minister may, by notice in the Government Gazette and after consultation with the Cabinet member responsible for the functional area in question and after consulting the MEC for local government in the province and if applicable, subject to national legislation, authorise a local municipality to perform a function or exercise a power mentioned in subsection (1)(b), (c), (d) or (i) in it's area or any aspect of such function or power.
 - (b) The Minister must in the notice referred to in paragraph (a), regulate the legal, practical and other consequences of the authorisation, which may include -
 - (i) The transfer of staff;
 - (ii) The transfer of assets, liabilities, rights and obligations, and administrative and other records; and
 - (iii) The continued application of any by-laws and resolutions in the area of the municipalities concerned and the extent of such application.
 - (c) The Minister may amend a notice issued in terms of paragraph (a) to effect technical changes or to regulate the authorisation more effectively."

The Municipality operates within a legislative framework which consists of various statutes, which include:

- The Local Government: Transitional Act (Act 209 of 1993);
- The Constitution of the Republic of South Africa (Act 108 of 1996);
- The Local Government: Municipal Structures Act (Act 117 of 1998);
- The Local Government: Municipal Systems Act (Act 32 of 2000);
- The Local Government: Municipal Finance Management Act (Act 56 of 2003);
- The Local Government: Municipal Demarcation Act (27 of 1998); and
- The Municipal Property Rates Act (6 of 2004).

Other Statutes which impacts on the governance of the Municipality include (the list is not exhaustive:

- ♣ The Water Services Act (Act 108 of 1997);
- The National Water Act (Act 36 of 1998);
- The Electoral Act, 1998 (Act 73 of 1998);
- ♣ The Promotion of Local Government Affairs Act (Act 91 of 1983);
- The Electricity Act (Act 41 of 1987);
- ♣ The Promotion of Access to Information Act (Act 2 of 2000);
- ♣ The Promotion of Administrative Justice Act (Act 3 of 2000);
- The National Health Act (Act 61 of 2003):
- ♣ The Occupational Health And Safety Act (Act 85 of 1993;
- The Labour Relations Act (Act 66 of 1995);
- ♣ The Basic Conditions of Employment Act (Act 75 of 1997);
- The Employment Equity Act (Act 55 of 1998);
- The Skills Development Act (Act 97 of 1998);
- ♣ The Unemployment Insurance Act (Act 63 of 2001);
- The Pension Funds Act (Act 24 of 1956);
- The Housing Act (Act 107 of 1997);
- The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (Act 19 of 1998);
- The Removal of Restrictions Act (Act 84 of 1967);
- Rationalisation of Local Government Affairs Act (10 of 1998):
- ♣ The Development Facilitation Act (Act 67 of 1995;
- The Organised Local Government Act (Act 52 of 2003)
- The Expropriation Act (Act 63 Of 1975);
- The Institution of Legal Proceedings Against Certain Organs of State Act (Act 40 of 2002);
- The Arbitration Act (Act 42 of 1965);
- The Public Audit Act (Act 25 of 2004); and
- The National Road Traffic Act (Act 93 of 1996)

5.2 BY-LAWS

Section 156 of the Constitution assigns to municipalities the right to make and administer By-laws. The Westonaria Local Municipality has promulgated the following By-laws:

BY-LAW TITLE	SCOPE
Bursary Loan Fund	Conditions regarding the granting of bursary loans, repayment of bursary loans, security and study loans to Council officials.

BY-LAW TITLE	SCOPE
Dogs	Requirements for the keeping of dogs, adequate
	premises and disturbances.
Informal Traders selling	Regulates the activities of Informal Traders selling
goods, Food-Informal	goods, Food-Informal Traders selling goods and
Traders selling goods	Food-Vendors
and Food-Vendors	Draviniana relating to the requirements for the
Posters	Provisions relating to the requirements for the posting of posters, time periods, removal, types
	and prohibits.
Railway Service Lines	Provisions relating to the construction of private
and Private Sidings	sidings, feeder liens, liabilities of owners and
9	penalties.
Hire of Halls	Provisions relating to the hiring and use of the
	different municipal halls
Walls, Hoardings and	Regulations regarding the construction, alignment,
Fences	height and elevations of walls, hoardings and
	fences, materials and repairs, alterations,
Comotony	demolition thereof.
Cemetery	Establishment of a cemetery, admission of visitors, prohibited acts, graves, funerals,
	exhumation of bodies, re-opening and care of
	graves, etc.
Library	Regulates membership and use of the public
,	libraries
Public Health	Health Conditions relating to general sanitation.
Refuse (Solid waste)	Provisions relating to the service for the collection
, ,	and removal of business and house refuse from
	the premises.
Legal aid to Officers	Legal assistance where the employee is charged
and Servants of Local	with a criminal offence committed in the
Authorities involved in	performance of his duty.
Criminal Proceedings Safe-guarding of	Regulations relating to the protection of pools to
Swimming pools and	prevent access thereto, the construction thereof
Excavations.	and fencing thereof.
Keeping of Animals,	Provisions relating to the requirements for the
Birds and Poultry	keeping of animals and conducting of business
,	involving the keeping of animals.
Drainage	Provisions relating to drainage installations and
	fittings.
Electricity	Control & measures regarding the connection and
Hoolth Divisions for Dri	supply of electricity
Health By-laws for Preschool Institutions.	Health requirements applicable to pre-school institutions.
Milk	Regulates the distribution and sale of milk and
THIN	milk products in the municipality
Public Amenities	Regulates the use of public amenities in the
	municipality
Street & Miscellaneous	Provisions relating to actions in or alongside
	streets.
Water Supply	Supply of water by the Council, metered supplies,
	water installations, fire extinguishing services, etc.

BY-LAW TITLE	SCOPE
Street Trading	Provisions relating to the trading in public and designated areas.
Property Rates	To give effect to the Municipality's Property Rates Policy and to provide for matters incidental thereto.

The Municipality is currently in a process of reviewing all its By-laws i.t.o. the provisions of Section 15 of the Structures Act, Act 117 of 1998.

5.3 THE CONSTITUTION (ACT 108 OF 1996)

In terms of the Constitution, local government is established for the residents of its demarcated areas and shall have differentiated powers, functions and structures according to considerations of democracy, economy, physical and environmental conditions. Local government is autonomous and within limited prescribed by other laws, entitled to regulate its affairs. As a result neither Parliament nor a Provincial legislator may encroach on the powers, functions and structures of a local government to such an extent as to compromise the fundamental status, purpose and character of local government. The powers, functions and structures of local government are to provide services for the maintenance and promotion of the wellbeing of all persons within its area of jurisdiction. This includes providing access to all persons within its area of jurisdiction to water, sanitation, transportation facilities, electricity, primary health services, education, housing and security.

5.4 DELEGATION OF POWERS AND DUTIES

Municipal Councils have both legislative and executive authority in their respective areas of jurisdiction. Municipal Councils are responsible both for formulating legislation (by-laws) and for developing programmes to implement or execute that legislation. No municipal council can fulfil all its powers and duties without delegating at least some of its powers and functions. Municipal Councils remain responsible for all their powers and duties, even when they have delegated these powers. Council must therefore receive regular progress reports on the various functions it has delegated, in order to monitor all these functions.

Council, vide C/Res 0264/07(11), adopted a set of Delegated Powers and Functions in November 2007.

The Delegation of Powers document is available from the Manager: Legal, Property and Town Planning: Mr Ben van Niekerk, telephone number (011) 278-3022.

5.5 PROMOTION OF ACCESS TO INFORMATION

The right of access to information is a right created by Section 32 of the Constitution and the Promotion of Access to Information Act, 2000 (PAIA), gives effect thereto, by amongst others:

- Providing and detailing the procedures that must be followed in order to make a request for information;
- Stating to whom the request can be made;
- Detailing the duties of the bodies to whom the request have been made;
- Describing what information can be requested;

4

Describing when the requested information must/may be refused; and Describing what mechanisms and procedures are available if the request for access to information is refused.

In terms of the provisions of Section 14 of the Promotion of Access to Information Act, 2000, the Information Officer of every Public Body, which includes the Westonaria Local Municipality, must compile a manual in at least three official languages, which would assist a person to obtain access to information held by the Public Body, subject to certain limitations in terms of Section 9(b) of the Act. The Manual must be updated, if necessary, at intervals of not more than one year.

A Section 14 Manual has been prepared and approved by Council *vide* C/Res 0256/07(11) in November 2007 and a copy thereof is available for scrutiny at the office of the Manager: Administration, Mrs M Engelbrecht, telephone number (011) 278-3113.

In terms of the provisions of Section 1 of the Act, the Municipal Manager, or anyone acting in that position, is the Information Officer of the Municipality. Me Engelbrecht, the Manager: Administration was designated as Deputy Information Officer in terms of the provisions of Section 17(1). The Deputy Information Officer falls under the direction and control of the Information Officer, who may delegate a power or duty conferred or imposed on him, to her.

The Executive Mayor and, in her absence the Speaker, has been designated by Council as the Relevant Authority of the Municipality, who considers internal appeals in terms of Section 74 of the Act by aggrieved requesters or third parties regarding the decisions of the Information Officer.

6. <u>EXISTING DEVELOPMENT ANALYSIS</u>

6.1 INTRODUCTION

It is envisaged that the Westonaria Local Municipality makes an important contribution towards creating a humane society. The municipality, all its Councillors and all its officials must work selflessly to improve service delivery and address service backlogs. The municipality must be accountable, sensitive and responsible to the needs of the people. The immediate tasks at hand are to ensure effective institutional transformation whilst maintaining and improving service delivery and expanding infrastructure.

6.2 PLANNING GUIDELINES

The following are the most important challenges the Westonaria Local Municipality is faced with and form a basis for all its planning, development and implementation endeavours:

- Improving the level of service delivery and the attitude towards the public;
- Eradication of infrastructural backlogs in terms of:
 - Water:
 - Electricity;
 - o Roads;
 - Stormwater;
 - Sanitation;
 - Solid Waste; and
 - Housing.
- Collecting outstanding arrear debt and creating a culture of payment for services rendered,
- Fighting the spread of HIV / AIDS:
- Improving the safety and security of our communities by combating crime;
- Improving infrastructural maintenance:
- Improving community participation and communication;
- Introducing an effective complaint solution-orientated system;
 - Promoting a client-orientated culture by embracing the principles of Batho Pele (People First);
- Enhancing local economic and social development;
- Creating opportunities for jobs;
- Enhancing tourism;
- ♣ Introducing a Performance Management System;
- Transforming municipal structures and systems ensuring service delivery;
- Sustainable human resource development within the municipality and community;
- Improving financial management systems and fiscal discipline; and
- Closer liaison and co-operation with the Department of Education.

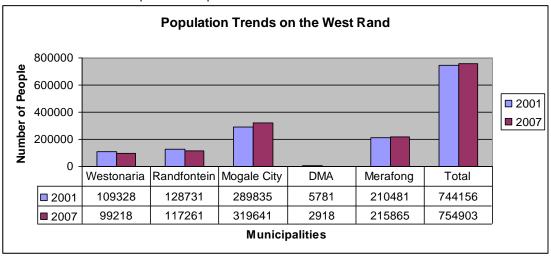
6.3 COMMUNITY SURVEY: 2007: ANALYSIS

The development of the 5-year Integrated Development Plan for 2007 – 2012 and the first review for 2008/2009 financial year portrayed statistics reflected in the *Economic Growth and Development Strategy for the West Rand, October 2006*, based on data provided by *Global Insight Data*. It provided information on Mogale City, Randfontein and Westonaria Local Municipalities as part of and totalling the West Rand District Municipality (WRDM) and on the District Municipality itself.

Since then Statistics South Africa (StatsSA) released the Community Survey of 2007. The Community Survey is used to reflect the current status of the community of greater Westonaria and achievements to improve the lives of the residents.

The following trends were detected.

Combined Table and Graph No1 - Population trends on the West Rand



Since 2001, the population of Westonaria decreased by 10106.

Combined Table and Graph No 2 - Population Trends in Westonaria

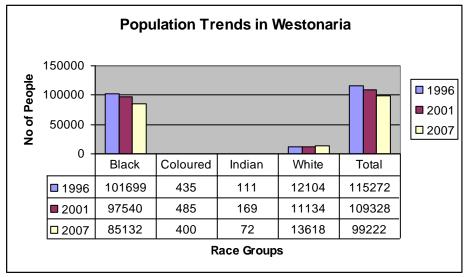
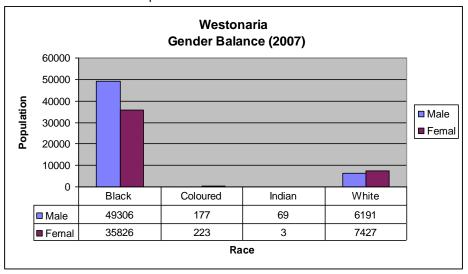


Table No 2 - Gender Breakdown

	Gender Breakdown of Population							
	2001							
	Black Coloured Indian White							
Male	56317	232	89	5584	62222			
Female	41228	47105						
Total Po	pulation of	Westonaria			109327			
		2007						
	Black	Coloured	Indian	White				
Male	49306	177	69	6191	55743			
Female	35826	223	3	7427	43479			
Total Po	99222							

Combined Table and Graph No 3 - Gender Balance



The gender distribution pattern in Westonaria shows that there are 55 743 males, which represent 56,18% of the total population and 43 479 females, which represents 43.82% of the total population of Westonaria. There are more males in Westonaria than females which can be linked to the mining industry previously not being accessible to women.

EXTRAPOLATED POPULATION AND NUMBER OF FORMAL HOUSEHOLDS

PER SUBURB Table No 3 - Extrapolated Population and households per Suburb

Number of Peo	ple
WESTONARIA	7370
GLENHARVIE	4500
HILLSHAVEN	1900
VENTERSPOST	1300
BEKKERSDAL	40400
SIMUNYE	16000
HOLDINGS AND FARMS	2300
MINES	23860
WATERPAN/ LIBANON	1252
NUFCOR/WAGTERSKOP	340
TOTAL	99222

Number of Fomal Housholds				
WESTONARIA	2710			
BEKKERSDAL	2200			
GLENHARVIE	1360			
SIMUNYE	4350			
HILLSHAVEN	645			
THUSANANG	376			
VENTERSPOS	301			
WATERPAN	59			
WAGTERSKOP	200			
ZUURBEKOM	483			
PROTEA PARK	187			
TOTAL	12871			

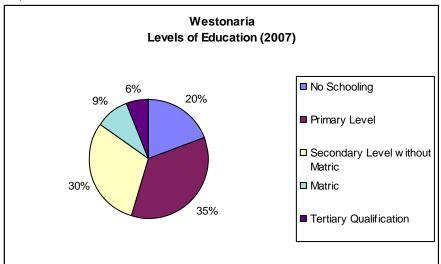
AGE GROUPS OF POPULATION

Table 4 – Age Groups of Population Profile of Westonaria

Age Group	Westonaria		Fraction of total (%) (%)	
	2001	2007	2001	2007
Children (0 – 19)	32065	33202	29	33.5
Youth (20 – 34)	35432	27642	32	27.9
Middle Age (35 – 64)	39952	36689	38	36.9
Elderly (Over 65)	1870	1688	1	1.7

An increase of 1137 children in the age group 0 to 19 years is reflected. The youth group, 20 - 34 years, the age group, 35 - 64 years and the elderly indicated a decline. Although the figure is lower for the elderly an increase in percentage is reflected due to the smaller population figure of 99 222.

Graph No 1 - Education Levels



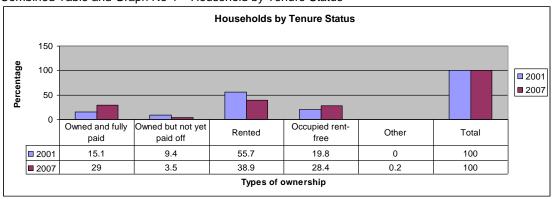
The graph reflects that 20% of the population of Westonaria is not schooled. The "no schooling" category includes children under the age of 5 years, people who did not receive any schooling and where specifics were not provided. The level of people having a primary education reflects 35%. The secondary level education reflects people who attended high school but not having matric / Gr 12. This group represents 30%. Having a matric / Gr 12 qualification, with or without exemption, represents 9% of the community while a tertiary qualification reflects as 6% of the community.

Functional literacy affects the quality of labour being offered. Inadequate training and skill levels are barriers preventing a greater proportion of the available labour force to find employment thus contributing to the economy.

6.4 Socio-Economic Analysis

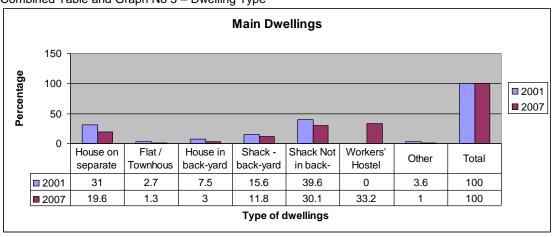
6.4.1 Consumer Patterns

Combined Table and Graph No 4 – Household by Tenure Status



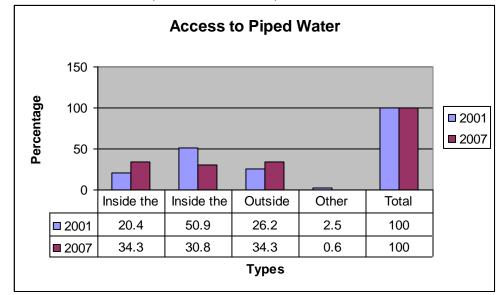
The percentage for people owning their own homes and it being fully paid up increased by 13,9 percentage points. The percentage of people owing a home and it not being paid off decreased by 5,9 percentage points. A decline in rented properties is reflected. Rent-free properties increased by 8.6 percentage points.

Combined Table and Graph No 5 - Dwelling Type



The main dwelling statistics reflect that homes on separate stands declined by 11,4 percentage points, shacks in back-yards declined by 3,8 percentage points and shack not in back-yards declined by 9,5 percentage points.

The category workers' hostels increased by 33,2%. The increase is most probably due to previous exclusion since such a growth was not detected as a development / focus area.



Combined Table and Graph No 6 - Access to Piped Water

The Community Survey 2007 reflects that 34,3% of 50675 households have access to piped water inside their homes. An improvement of 14,3 percentage points since 2001.

Since piped water is provided either inside the dwelling, inside the yard or outside the yard the community's reliance on other sources for water decreased with 1,9 percentage points.

Table No 5 - Electricity consumption in Westonaria

Electricity usage in Westonaria						
	Households using electricity reflected in %					
Year Lighting Cooking Heating						
2001	43	41.6	41.2			
2007	65.2	65	64.7			

Although not reflected in the table above the use of candles for lighting decreased from 45,1% to 20,2% in the period 2001 to 2007.

The use of paraffin for cooking purposes dropped from 55,4% to 33% for the period 2001 to 2007 and dropped from 39.3% to 27% for heating purposes over the same period. Coal as source of heating dropped from 12,5% to 4,8% in the same period.

Access to toilet facilities – A breakdown of the service offered to the community is reflected in Meeting the Targets Programme (MTTP) addressing Sanitation backlogs.

6.4.2 **Economy**

According to StatsSA the main employment sectors for 2001 and 2007 were:

Table No 6 - Main Employment Sectors

MAIN EMPLOYMENT SECTORS						
Rating	2001	2007				
1	Mining and Quarrying	Mining and Quarrying				
(Provided most jobs)						
2	Retail Trade, hotels &					
	restaurants	and personal services				
3	Community, social and	Retail trade, hotels &				
	personal services	restaurants				
4	Private Households	Manufacturing				
5	Construction	Construction				

It is to be noted that the Community Survey of 2007 does not reflect a field "Private Households" as an employment sector used during the 2001 census. The lack of the said field complicated comparison and tracking of the trend.

Although the main employment sector namely the mining industry reflected a decline it is probable that an upward trend can be attained by the realization of a considerable increase in the gold price, more advanced technology and the large gold reserves / resources especially in the greater Westonaria area.

In 2001, 1066 people (0,9%) were involved in agricultural related activities. This figure dropped to 386 (0,3%) in the Community Survey of 2007. A downward trend is reflected in the primary sector which could turn around considering the high demand for food worldwide.

The pie chart below reflects that 51% of the total population in the West Rand is employed. The category "not economically active" includes people under the age of 18, those not ready for the labour market, and people over the age of 65, implying retired or senior citizens. This group represents 26% of the total population. Only 18% of the people on the West Rand are unemployed.

West Rand Employment Status % not applicable, 5% % Not ec onomic ally active, 26% %Employed. Unemployed,

Graph No 2 - West Rand Employment Status

Source: Stats SA, Community Survey

Although the percentage seems low, Westonaria has a reported percentage of the unemployed to be 29,6% based on information released by Global Insight data.

Addressing unemployment and poverty, peoples' assets are to be identified as cornerstones of their success and efforts are to be made to mobilise these assets in monetary terms e.g. obtaining loans on homes to start SMMEs and informal businesses.

The underlying dolomitic geological formation is a great restraining factor on demographics as the optimum utilization of surface area inhibits socio and economic development resulting in the enforced development of high density pockets of human concentration.

Conclusion

Westonaria is in close range of the centre of the Gauteng economic hub as it is only 60 km from it, with easy access to both the highway and railway infrastructure.

Westonaria should strive to get more involved in the development of the tertiary sector economy. The creation of industries, research centres, tourism, hospitality and accommodation, communication, production of high value, a variety of goods, retail and wholesale storage are a general imperative. An incentive scheme to new developers can lure investors to this area - big developers and or businesses can also be rewarded for their loyalty towards Westonaria thus convincing them to stay and invest in the town and area.

Closer cooperation with the mining houses has been established on various levels in order to increase training opportunities, skills development and even tourism and integrated development to the benefit of Westonaria.

The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and local strengths of mineral related crafts and tourism should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria.

The West Rand Development Agency identified the Donaldson Dam as a flagship project serving as a catalyst for development in this area. This should be prioritised, together with other economic strategic corners.

6.4.3 Crime

Theft constitutes more than 60% of the total crime-related incidences on the West Rand. A national solution can not longer be perceived to be the only solution Each individual should be motivated to contribute to spread a message of high ethics.

Proposed Magistrate's Court, Police Station and Staff Quarter

The Department of Justice and the Department of Public Works indicated interest in building a magistrate's court, police station and staff quarters in Simunye Ext 2. The proposed site is on the corner of Boitumelo Road and

Kgotlelela Drive, Simunye. This development has the potential to become a nodal point attracting other businesses to the area.

Closed Circuit Television (CCTV)

Phase one of the closed circuit television (CCTV) project initiated by the WRDM and valued at R17m over a three-year period, has been completed and is currently active. A total of 12 cameras have been installed in the CBD of Krugersdorp, 10 in the CBD of Randfontein and 2 in Westonaria.

Many technical challenges had to be overcome during the commissioning of the project such as the distances between the various areas and the Emergency Operations Centre located in Mogale City where the monitoring is taking place.

The South African Police Service assigned a full-time coordinator who is located at the Centre. During the first three months of operation no less than 817 criminal acts, 151 traffic violations and 79 general municipal management incidents have been recorded. Nine successful arrests have been made. In the months to come the focus will be on the collective improvement of response to anti-social conduct. Much work still needs to be done on improving district-wide coordination and collective participation in the project with the view to significantly impact on crime patterns.

For Westonaria it is planned to have three (3) additional cameras added to the existing two (2) cameras in the 2009/10 financial year.

6.5 COMMUNITY AND STAKEHOLDER ANALYSIS

The participation process that was followed in the compilation of the IDP consisted of a two prong approach, i.e. Ward Committees and different sectors of the community.

The Executive Mayor took responsibility to consult and inform the different sectors and the Speaker informed the wards.

The following sectors participated:

- Women:
- Churches;
- Community Based Organisations (CBO's);
- Non-Governmental Organisations (NGO's);
- Youth Formations:
- Traditional Healers;
- Business Sector:
- The Disabled; and
- Pensioners.

The Wards Councillors assisted with the public participation process. They are:

- ♣ Ward 1 Cllr S Ngweventsha
- Ward 2 − Cllr V L Lwabi (Ms)
- Ward 3 Cllr W K Matshaya
- Ward 4 Cllr P Mkhungekwana
- Ward 5 Cllr C Turner

- ♣ Ward 6 Cllr M van Graan (Ms)
- ₩ Ward 7 Cllr I G Khoza (Ms)
- Ward 8 Cllr E Molatlhwa (Ms)
- Ward 9 Cllr N T Gasayi (Ms)
- ₩ Ward 10 Cllr T E Mapalala (Ms)

- ◆ Ward 13 Cllr TA Ncube
- Ward 14 Cllr C Khwatshiwe (Ms)
- Ward 15 − Cllr L Kolisi

6.6 INSTITUTIONAL ANALYSIS

6.6.1 **Employment Equity Plan:**

The Employment Equity Act, 1998, passed by Parliament, is primarily aimed at redressing the imbalances of the past and creating employment opportunities for people who did not have opportunities in the past. The Act categorises these people as designated groups, i.e. women, the disabled and Africans (including Indians and Coloureds).

The Act requires an employer to draw up a plan that will redress the imbalance in the organisation's employment profile. This plan must cover a period of not less than 1 year but not longer than 5 years. It must then be submitted to the Department of Labour. The Department then monitors the adherence to the plan by means of periodic reports. If for reasons, unacceptable to the Department of Labour, an employer fails to comply with the provisions of the Act, the Department of Labour can impose fines.

Westonaria Local Municipality is in the process compiling a new five (5) year Employment Equity Plan. The next five year plan needs to be more specific in respect of targets to be achieved regarding recruitment, e.g.: African male/female, White male/female, Coloured male/female, Indian male/female and persons with disability on the above categories.

6.6.2 Political Structure

29 Councillor seats. The Executive Mayor and Chief Whip are women. The Mayoral Committee consists of two male and three female councillors. The gender balance within Council is 11 males and 18 females.

6.6.3 Staff compliment

Currently Westonaria Local Municipality has 387 employees of whom 134 are female, constituting 35% and 253 male, constituting 65%. Seventeen (17) people with disabilities are in full-time employ. Five (5) interns are doing their internship at the Department of Finance.

Senior Management consists of the Acting Municipal Manager with 5 Section 57 Heads of Department (HOD) of which two (2) are vacant. Mr. J Coetzee, a Gauteng Province deployee was appointed for Supply Chain at Council, is acting as Head of Strategic Support Services. The HOD post for Performance and Compliance is still vacant. The gender balance reflects four men and one woman.

Management level allows for 17 officials. The gender balance is 4 female and 10 males. Three (3) vacancies exist.

6.6.4 <u>Unions</u>

There are two trade unions representing employees within Council, namely:

- IMATU (affiliated to FEDUSA)
- SAMWU (affiliated to COSATU)

Currently the Local Labour Forum (LLF) will be reconstituted due to the merger between IMATU and MEU, increasing the representation of IMATU on the Forum. Corporate Services Portfolio Councillor, who was the Chairperson of the LLF, has been replaced by Cllr Gela, implying that the new Chairperson has to be elected.

6.6.5 The Workplace Skills Plan

A critical requirement of an effective workplace skills plan is to link the skills needs of Council to the organizational strategic priorities. This implies that any training undertaken must directly contribute to the overall success of the organisation. The skills needs must flow from the IDP whilst the IDP should inform the municipality's strategic objectives, which in turn should inform each department or division's objectives.

The success of a skills development programme depends on a commitment to skills development within the organization and support from Councillors, Senior Management and officials to see it through.

The success of this process relies on the active participation of all stakeholders.

- Maximum stakeholder commitment: Managers and supervisors need to know exactly what the skills needs, arising out of their department's objectives are. Managers need to monitor the progress of acquiring those skills and need to be able to evaluate the impact of the new skills on their department's performance.
- ♣ On the most basic level, managers need to incorporate training planning into their business plan and budgeting cycle: It is vital that managers share the responsibility of training and not see it purely as the responsibility of the HR Section. The role of the Skills Development Facilitator is to facilitate the training process with managers and supervisors.
- Employees need to participate in identifying their individual skills needs against organisational objectives: Managers have to include skills matters in their weekly/monthly briefings to staff.

6.6.6 Workplace Skills Plan: 1 July 2009 - 30 June 2010

Westonaria Local Municipality finalised its Workplace Skills Plan (WSP) for the 2009/2010 financial year and submitted it to the LGSETA. This plan clearly outlines that:

All departments were consulted during the compilation of the WSP process;

WSP is friendly towards blue collar workers and skills required in that section.

Due to Council's financial situation, all training interventions were placed on hold since October 2008. Training interventions requiring no financial expenses are still proceeded with.

Westonaria Local Municipality did fairly well with the implementing of its Workplace Skills Plan in terms of the training of staff and Councillors despite the financial situation currently experienced.

Implementation:

The following courses were attended, to date, to empower councillors and officials with the necessary qualifications and skills to improve their performance and service delivery.

Councillors

COURSE NAME	SERVICE	No. Attend	GENDER	
	PROVIDER		Male	Female
National Certificate for Municipal Governance	University of Johannesburg (SALGA Initiative)	3	1	2
Public Administration	UNISA	2	1	1
Administration N4	WESTCOL	1	0	1

Employees

COURSE NAME	SERVICE	No. Attend	GENDER	
	PROVIDER		Male	Female
Local Government	REGENESYS	11 employed	3	8
Accounting Cert.	(AAT(SA))	4	1	3
NQF3(1 year course =Oct09–Oct 10)		unemployed		
Project Khaedu – Batho	PALAMA	3	0	3
Pele Change Management				
Training				
				_
IDP Training	DBSA	1	1	0
Floatrical training		2	2	0
Electrical training		2	2	0
Contract Management	GCRA	3	2	1
Contract Management	CONT	Ŭ	_	•
Local Government				
Accounting Cert.	TIPPFOCUS	5	0	5
NQF3 (1 year programme:	(AAT(SA))			
start				

COURSE NAME	SERVICE	No. Attend	GE	NDER
	PROVIDER		Male	Female
Feb. 2010 – Feb/March				
Local Government Advanced Accounting Certificate (18 months course – Feb. 2010 to Jul/Aug 2011)	REGENESYS (AAT(SA))	5	1	4
National Certificate for Municipal Governance	University of Johannesburg (SALGA Initiative)	3	3	0

6.6.7 Workplace Skills Plan: 1 July 2010 – 30 June 2011

The 2010/2011 Workplace Skills Plan is currently compiled to be approved by Council end of June 2010, after which it will be submitted to the LGSETA for approval and implementation.

6.7 Economic Analysis

Economic Structure and Functions

Due to the open nature of economic systems it is very difficult to measure local economic growth. Although Gross Domestic Product (GDP) figures are usually somewhat outdated and difficult to find for smaller and localised areas, it remains an indicator of the structure of the local economy at a strategic level.

Although the importance of the mining sector in terms of its contribution to GDP declined over the last years, it still remains the dominant economic sector.

Although the Westonaria Municipal area largely consists of farmland and agricultural holdings, the contribution to the agricultural sector is very limited. The trade and finance sectors showed the biggest growth in terms of contribution to GDP.

The GDP per economic sector (2002 R,m) is set out in the following table:

Table No 7 - GDP per Economic Sector (2002 expressed as Rm

 Mining Manufacturing Trade Other (incl. agri.) Total GDP Mogale Gauteng 	R2.268 R0.114 R0.229 R0.433 R3.044 R6.285 R367.612	74% 4% 8% 14%	
Westonaria GDP as % of Gauteng		0.8%	

These figures are indicative of some diversification of the economic base away from the primary sector to the secondary and tertiary sectors.

Despite the substantial change in the male - female ratio over the period 1980 to 1999, the labour force in Westonaria district is still strongly male dominated, mainly due to the mining sector.

The number of industries in Westonaria represents only 6,6% of all industries in the West Rand and accounts for approximately 5% only of all employees in the industrial sector. The extent of industrial operations are generally smaller in extent than those found in Krugersdorp and Randfontein with an average of 86 employees per industry compared to 105 and 173 in Krugersdorp and Randfontein respectively.

An Economic Development Situation Analysis was undertaken for the West Rand District Municipality area. Constraining issues were listed and are to be overcome to be more efficient.

The new Supply Chain Management Policy / Regulations provide an opportunity for previously disadvantaged groups to enter the economic cycle. Council's prompt payment of service providers will enable SMME's to grow and develop.

The Extended Public Works Programmes supported by various Provincial Departments will improve the current situation. Labour intensive methods to projects indicated by Council will also benefit the community.

6.7.1 Local Economic Development (LED)

<u>Introduction</u>

Local Economic Development (LED) is an outcome of socio-economic development based on local initiatives and driven by local stakeholders, using local resources, ideas and skills to stimulate economic growth and development of the area.

The White Paper on Local Government states that transformation of developmental local government "requires a further process of administrative re-organisation to gear municipalities to meet the considerable challenges of social, economic and material development in all communities".

This is reinforced by section 153(a) of the Constitution which clearly stipulates that: "... municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community to promote the social and economic development of the community".

In the light of the above principles, Westonaria Local Municipality established a LED unit located within the Department of Strategic Support Services.

Revitalising Previous Projects

Council has introduced the following three LED projects located in Simunye, close to the present RDP housing projects. A once off grant for these

projects was secured from the National Treasury the then LED Funds in the year 2000.

Hydroponics farming. Broiler / poultry production; and Bakery production.

The aim of the projects were to be an Incubation Centre for training of Small Medium Micro Enterprises (SMMEs) engaged in small scale farming activities and also to promote job opportunities for the unemployed.

Presently these projects are not operating and have to be resuscitated. The proposed budget to resuscitate these projects is R1, 5million.

Bekkersdal Renewal Project (BRP) has agreed to assist in the rehabilitation of the three projects linking them to the Farmer Support Project.

Mini-Market (SMMEs) and Container Park

Mini-markets in the form of stalls are situated in Bekkersdal and Westonaria, adjacent to the taxi ranks.

The "Container Park" is situated in Bekkersdal, opposite the mini-market and the taxi rank and next to Busy Bee.

These business opportunities were created for the residents of greater Westonaria to operate small businesses. It is envisaged that once they become fully-fledged and successful entrepreneurs, they can then relocate to business sites to enable them to operate on a larger scale and create more employment opportunities.

Local Economic Development (LED) Strategy

Council at its meeting held on 20 June 2007 approved the Local Economic Development Strategy. A workshop was facilitated by USAID Local Governance Support Programme (LGSP). It was attended by relevant stakeholders promoting public participation, obtain the inputs from specialists and to ensure acceptance of the process and way forward. Due to the extent of the document a copy of the Strategy is available from Mr Smuts Monoane, Manager: LED or Records Section of Council. The Strategy covers the following:

Introduction and Background Policy Framework and Contextualising LED

Global Context

The National Policy Framework

The Provincial Perspective

The West Rand District Municipality Perspective

Westonaria Municipality Economic Profile

Socio-economic Conditions and Characteristics

Economic Sector Analysis

Market and Trade Overview

Overview of Environmental Conditions

Overview of Infrastructure Framework

The LED Strategy Design

Vision, Mission, Strategic Goals and Core Values Economic Development Objectives Key Focus Areas Municipal Targets for Growth

The LED Implementation Framework

Institutional Arrangements, Monitoring and Evaluation

One of the attachments to the Strategy is the The Maropeng Declaration which was adopted at a regional workshop during October 2006 to promote and stimulate economic development on the West Rand.

<u>Strategic Objectives For Economic Development:</u>

- 1. To develop a strong, dynamic and balanced economy;
- 2. To create an efficient and productive town through the growth and development of the local economy
- 3. To assist small and medium sized enterprise development and the implementation of various programmes and initiatives;
- 4. To broaden and diversify the local economy and broaden the tax base to provide better services to the entire community;
- 5. To increase the attractiveness of the town for new investment; and
- 6. To optimise the opportunities provided by the mining sector.

The Strategy considered the national, provincial and regional frameworks addressed elsewhere in the IDP document namely:

Millennium Development Goals (MDGs),

ASGISA Initiative

Gauteng Province's set of development objectives

The objectives of growth identified by the West Rand District Municipality (WRDM) and Westonaria

Westonaria Local Municipality's vision

Key Focus Areas For Economic Growth For The Next Five Years: :

- I. Strengthen spatial economics
- II. Strategic economic infrastructure investment
- III. Enterprise and human capital development
- IV. Targeting job creating growth sectors
- V. Addressing the cost of doing business in Westonaria
- VI. Build partnerships with strategic stakeholders (e.g. mining companies within the municipality) for beneficiation purposes and linkages for growth

Different programmes and LED projects are linked with each Key Focus Area.

Targets to be achieved by 2012

Increase the municipality's economic growth from the current -1.9% to 1% per annum by 2009 and to 2% per annum between 2010 and 2012 Halve unemployment levels from 29.6% to 14.8%

In partnership with other national and provincial government departments, reduce poverty by half from 15.5% to 7.75%

Train at least 1000 people on relevant skills per annum

Increase the municipal spending on procurement on BBBEE companies and SMMEs, and companies owned by youth, women and people with disabilities, to 60% by 2012.

The Led Implementation Framework

The implementation framework is a guide to a proper programme and project planning for the effective implementation of the LED Strategy. It aligns the LED Strategy with the IDP objectives and thus will mainstream LED in all the municipal functions and its performance management system.

The LED Implementation Framework outlines the different LED programmes and projects, linking them to their respective objectives and identified key focus areas. This will assist the LED Unit to track its performance in terms of the overall objectives of the municipality, but also be able to track activities that are LED-related, but are performed by other municipal departments.

Discussions are taking place with the Gauteng Department of Agriculture, Conservation and Environment (GDACE) to assist Westonaria with developing a Strategy for Agriculture and aligning the respective projects. The Agricultural Hub to be established on the West Rand will avail valuable knowledge and resources to the community.

THE LED INSTITUTIONAL ARRANGEMENTS, MONITORING & EVALUATION

PROJECT	INDICATORS	PROJECTED BUDGET	POTENTIAL SPONSORS	TIME FRAME
Development of Agricultural strategy	Feedback on proposals and implementation of projects. Implementation: Project succession	R500 000	Sponsorship Grants to be secured from potential funders e.g. Dep.of Agriculture, DED, GEDA, GEP, WRDM & Mines	Dec 2010
N12/R28 Intersection Crafters Market & Cultural Village along the N12 Treasure Route	Feedback on proposals and implementation of projects	R5m R15m	Sponsorship Grants to be secured from potential funders e.g. DED,GEP,GEDA & Mines	FY 2011/12
Revision of the LED Strategy	Approved programmes by Council	R2m	Sponsorship grants	Dec 2010
Implement the Expanded Public Works Programme and target job	80% local labour to be utilized in all contracts.		Funding: MIG	Dec 2010

PROJECT	INDICATORS	PROJECTED BUDGET	POTENTIAL SPONSORS	TIME FRAME
creating sectors	Report on jobs created and compliance on equity, requirement: local, blacks, women, youth & disabled.			
SMMEs/Cooperatives Business Skills Training	Establish a Data for all Contractors/ SMMEs and Registration on GEP Database	R8m	Sponsorship grants from potential funders e.g. GEP, DED, GEDA & Mines	FY 2010/11
Develop a Tourism Strategy	Appoint service providers. Constant liaison with WRDM and potential funders	R1m	Sponsorship grants from potential funders e.g. Mines, DED, GTA, GEDA & WRDM	Dec 2011
N12/R28 Development Node	Feedback on proposals and implementation of the projects	R155m	Sponsorship grants	FY 2011/12
Establish and launch the Mining Forum(Launched Oct 2007)	Ensure that the Mining Forum meets regularly to evaluate the implementation of projects in the Mines' Social and Labour Plans and also to ensure that the SLPs are aligned with IDP of Municipality.	R200 000		Ongoing
Bekkersdal Renewal Project: a) Bekkersdal Local Business Service Centre (LBSC) – Development Hub Projects b) Farmer Support Project c) Brick Making Plant d) Agri-Business	Hand-over of projects to WLM by GDOH	To be determined by the Maintenance plan agreed upon by parties	Funding: BRP	FY 2010/11

PROJECT	INDICATORS	PROJECTED BUDGET	POTENTIAL SPONSORS	TIME FRAME
(Herbs) Farming				
Revival of the three LED Projects i.e. Hydroponic Farming, Poultry Production & Bakery	Feedback on proposals and implementation of projects	R1.5m	Sponsorship grants from potential funders e.g NDA GEDA, Mines	Dec 2010
Implementation and management of SMMEs & Informal Traders with the Renewal programme & Integrated Transport System: Taxi facilities, Street lights, Parks, Security cameras-CCTV, Street vendors, Stormwater facilities	Feedback on proposals and implementation of projects	R5m	Sponsorship grants	FY 2011/12
Filling of two vacant positions i.e. LED Coordinator & Projects Officer	Advertise for applications to fill the two positions	To be confirmed by CFO		Dec 2010
Upgrading Westonaria Shopping Centre (CBD)	Attract business investment in the CBD.	R180m	Funding: MIG	2011/12

6.8 SPATIAL ANALYSIS

A spatial analysis of the municipal area of Westonaria was carried out and the patterns and trends thereof are discussed elsewhere in the document and indicated on the Spatial Development Framework Map enclosed at the end of the document.

6.9 ENVIRONMENTAL MANAGEMENT ANALYSIS

Environmental Management covers the following:

- the natural environment including renewable and non-renewable natural resources such as air, water, land and all forms of life;
- the social, political, cultural, economic, working and other factors that determine people's place in and influence on the environment; and
- natural and constructed spatial surroundings, including urban and rural landscapes and places of cultural significance, ecosystems and the qualities that contribute to their value.

Westonaria Local Municipality has compiled, in co-operation with the WRDM, A State of The Environment Report (SoER) during 2005 which aims to provide information that will set the framework for policies and strategies to deal with environmental problems.

State of the environment reporting is an important step in the essential process of refining the information and knowledge base on which decisions about the environment are made.

The purpose of the SoER reporting is to provide information for developing and monitoring sustainable development strategies, programmes and projects within towns and cities. The Report includes the following information:

- The condition of the environment and natural resources;
- The causes of environmental change;
- ♣ The impacts of environmental change; and
- Efforts by authorities and individuals to improve environmental conditions.

Therefore, the information contained in this report should be used to inform all planning and decision-making processes. A SoER can be considered as a first step towards sustainable development within a city council.

Thirteen themes were selected based on current literature, specialist input and recent trends in SoER reporting. From these, indicators were selected and specialists appointed to collect information in order to determine the state of each theme. Stakeholder engagement was an integral part of the process in terms of both creating an awareness and gaining local knowledge of the area.

The following main themes are addressed in the report:

- Atmosphere & Climate;
- Biodiversity;
- Cultural heritage:
- Education:
- Geomorphology:
- Health:
- Infrastructure:
- Integrated & Environmental management;
- Land use:
- Local economy;
- Safety & Security;
- Tourism; and
- Water.

The SoER will be beneficial to a wide range of users such as politicians and administrators through the provision of easily accessible environmental information for the development of sustainable local environmental policies and decision-making, thus improving the quality of life of the community.

The objectives of SoER are as follows:

- Improve understanding of environmental processes and the impacts of human activities on these processes;
- Improve understanding of the causes and effects of environmental change;
- Provide recommendations for responses to such changes
- Provide data for establishing, monitoring and evaluating sustainable development strategies, programmes and projects;
- Integrate information from various sources on different aspects of the environment;

- Provide access to environmental information that has been integrated, analysed and interpreted to enhance and inform decision-making and sustainable development planning;
- ♣ Provide information not only for local, provincial and national environmental monitoring and reporting, but also for global environmental assessment.
- ♣ Enhance decision-making so as to improve environmental protection and sustainability.
- Raise awareness around local environmental issues and priorities for the Westonaria Local Municipality, and promote ongoing discussions in respect of the implementation of policies.
- ♣ Make the information accessible on the internet such that the information is more accessible to the citizens of the city and also allow city comparison at the global scale. and
- Form the basis for Strategic Environmental Assessments.

The benefits of SoER are as follows:

- ♣ To provide an early warning system for emerging environmental problems;
- ♣ To identify knowledge and information deficiencies impending the understanding and interpretation of environmental conditions and trends;
- ♣ To contribute to the evaluation of societal response to environmental issues through policy and program performance assessment; and
- ♣ To encourage the incorporation of environmental considerations in the development of economic and social policies.

Within each theme, several indicators have been identified for monitoring changes in specific environmental issues.

The functions of an indicator are to:

- Assess conditions and trends in relation to goals and targets;
- Provide warning information:
- Anticipate future conditions and trends; and
- Compare across places and situations.

Therefore, the indicators selected for this needed to be relevant to Westonaria Local Municipality. The following are some of the criteria used to identify suitable indicators:

- The indicator should be based on good quality data that are available at a reasonable cost;
- ♣ The indicator should provide information that measures something that is important to decision-makers;
- ♣ The indicator should be presented in a way that is easily understood;
- ♣ The indicator should be able to provide timely information (to allow for response); and
- ♣ The indicator should be able to detect changes through time if sufficient data is available.

Westonaria Municipality does not have an environmental management section or a suitably qualified person to enact and monitor the SoER as it had in view during the compilation thereof. The environmental health section, however, applies the information in the SoER where necessary and applicable in some of its functions. Whenever comments are needed for environmental impact assessment applications that are beyond the scope of the officials, the services of a qualified consultant in the field is used.

The Environmental Health Section falls within the Department Health & Social Development, Department Community Services with the following personnel:

- 4 Operational Manager: G Viljoen 🕿 (011) 278-3045
- ♣ Snr EHP 's: 2
- ♣ Vacant x 3

The SoER is also available on CD and should one require the document, a CD can be made available at nominal cost.

An Environmental Management Framework document for the West Rand District (which includes Westonaria) was also compiled with the following key objectives:

- Identify the key environmental parameters (opportunities and constraints) pertaining to the West Rand District;
- ♣ Define and spatially represent the status quo of the environment in the West Rand District, emphasizing sensitive environments and current development pressures;
- Based on consultation with relevant interested and affected parties, define and spatially represent the desired state of the West Rand;
- Identify and develop an outline of the strategies required to reach the desired state;
- Develop implementation / action plans for the strategies;
- Develop monitoring and reporting systems to evaluate and report on the success of strategy implementation; and
- Collate and present all of the above in the form of an EMF.

6.9.1 Environment: Tailings Dams

Various acts and regulations e.g. the Constitution of South Africa, National Environment Management Act (NEMA), Air Pollution Act, etc. require that the environment be protected, a safe environment be provided and efforts be made to address imbalances. Province and other law enforcement agencies are overseeing compliance to legislation. Since transgressions happen within the jurisdiction of local authorities they play an important role ensuring that the environment is safe and clean.

West Rand District Municipality established an Environmental Forum for municipalities on the West Rand which is also attended by representatives of the mines and other affected parties.

Gold Fields during 2006 held a public meeting with stakeholders to report on the vegetation of the Libanon Tailings dam to address a dust problem impacting on the community and which interfered with compliance to legislation. Representatives from Kloof Gold Mine reported on their Environmental Policy and emphasised commitment to control the impact of their activities on the environment.

The Libanon tailings dam has been rehabilitated in the past 3 years to the extent that dust pollution was minimized to more acceptable levels. Goldfields Environmental department monitors the dust from their tailings dams on a continuous basis.

In addressing the dust problem wind erosion experts from the University of the Witwatersrand were approached for advice. ECMP were contacted for short-term solutions namely applying dust suppressants, berm walls were constructed on top of the tailings dam and a grassing programme was initiated.

Currently a project is underway to reprocess all old existing tailings dams and remove them to a better managed mega dump (the West Wits project) – more information will be submitted once the necessary permissions are obtained by Goldfields.

The following criteria are used when embarking on projects namely it being environmental-friendly and providing sustainable economic development. Appropriate proactive and remedial measures guide activities. Monitoring systems were put in place ensuring corrective measures achieve their aims.

Future activities are to

- Continue with the grassing programme.
- Application of dust suppressant if needed,
- Continued investigations,
- Regular meetings with stakeholders and
- Air quality monitoring.

6.9.2 Water and the Mines

Current Situation

Since gold in the Witwatersrand Basin was discovered more than a century ago, the South African gold mining industry flourished. A negative consequence of gold mining is acid mine drainage caused by the interaction of the pyrite present in the mine dumps with oxygen and water.

With time the gold mines got deeper with increased water that had to be pumped, usually from one mine to the next. However, as mining costs, at greater depths increased and gold grades decreased, together with very low gold prices during the late 1990 until the mid 2000's gold mining became less viable and many mines could not survive without a pumping subsidy from Government.

A number of mines reduced or even ceased pumping of acid water which led to the dangerous situation where the acid water level started to approach the natural (potable) water table. The acid water has the ability to dissolve minerals and heavy metals that are harmful to human and other forms of life.

It is estimated that some 155 million litres of acid water per day seep upwards through cavities all over the Witwatersrand towards the natural water table. If this rising is not addressed timely, the natural water table will become contaminated by October 2011 resulting in a major environmental disaster.

Intervention

A number of mining companies have already started to extract heavy metals from the water. Due to the seriousness of the matter the existing mining companies assigned Western Utilities Corporation (WUC), a South African subsidiary of London WM Global to present a feasible and sustainable solution to address the issue.

Two pilot plants using different purification processes were built and tested during the past year. WUC chose the process developed by the CSIR and subsequently three of these pilot plants were built close to Randfontein and have been tested since March 2009.

These plants purify water by reducing the sulphate contents of the water to a level that is suitable for human consumption based on the standards of the South African Bureau of Standards (SABS) and South African National Accreditation System (Sanas).

The building of the plant for the purification works and the pipelines to pump acid water from the old mine shafts to conservation dams should have been started with January 2010 enabling the project to be operational by the second guarter of 2011 before the critical date of October 2011.

The Wonderfonteinspruit Forum was established with the aim of identify the sources of pollution in the Wonderfonteinspruit area as well as the affects and possible solutions to address the pollution.

The Forum comprises of the local mining houses, Department of Water Affairs as well as officials from the affected local authorities and the district and other interested and affected parties.

6.9.3 <u>Feasibility Study on Reclamation of Mine Residue Areas for Development</u>

By request of the Gauteng Department of Agriculture and Rural Development the North West University, during September 2009, issued a draft report on the Feasibility of Reclaiming Mine Residue Areas for Development

The main objective of the project is to identify suitable land for urban and rural development and other purposes in Gauteng. One of the prime targets looked into was the mine residue deposits.

The project consists of two phases namely:

Phase 1 - To obtain base line data and to develop a classification system Phase 2 – Based on information gathered in Phase 1 conduct detailed and site specific investigations.

Phase 1 of the project has been completed.

The majority of the residues deposits are from gold mines and the rest from sand and clay quarries, crusher rock opencast mines and others are just disturbed sites previously been worked for some minerals or source material.

The gold mine residues have a potential environmental or health risk due to specific minerals and their weathering processes by means of oxidation and also dust problems associated with it.

Oxidation processes create acidification with the potential to pollute surrounding land where development could take place. In such cases it might be possible to remove the source of pollution e.g. re-mining or rehabilitate it to such an extent that it is possible to develop on or close to the residue areas.

Phase 1 of the Feasibility Study put the classification criteria and mine identities together for Gauteng..

During the identification process more than 550 mining related residues were identified. After a screening process and several site visits, some of the sites were deleted from the list due to current urban development taking place and others were too small to be considered.

Eventually 375 individual sites were listed with a total surface area of 32 086 ha ranging from 1 to 1647 ha.

The results are that from the total of 374 sites, only 134 qualified for further investigation. Should dolomite and radiation criteria be applied even more sites can be disqualified from the provided list.

The outcome of Phase 2 of the Feasibility Study on the Reclamation of Mine Residue Areas is awaited with anticipation since there is an ever increasing demand for land.

Goldfields embarked on an initiative whereby existing tailings dams will be reclaimed and the residue to be deposited into a better managed mega tailings dam.

The project is known as the Wes Wits Project who has started with the impact assessments and outlined minimum requirements of Department of Mineral Resources and the Department of Water Affairs.

6.10 EDUCATION & TRAINING ANALYSIS

- The average number of students per teacher in crèches is 19,28 and the number of students per classroom 20,96.
- The pupil-teacher ratio of Primary schools (based on the total figures for the entire study area) is 1:36,5, which is within accepted development standards. The four primary schools in Bekkersdal do however exceed the standard of 40 pupils per classroom.
- The ratio for the secondary school in Bekkersdal slightly exceeds the accepted ratio.

Table 7: Crèches

School	Pupils	Teachers	Classes	Student Teacher Ratio	Student Class- room Ratio
Super Snuiters	88	4	4	22	22
Tiny Tods	101	7	5	14	20
Woelwater Sentrum	94	9	3	10	31
Westgold	118	6	5	20	23
Venterspost Primary	171	5	5	34	34
Tsholofelo	170	11	5	15	41

Table 8: Primary Schools

School	Pupils	Teachers	Classes	Student Teacher Ratio	Student Classroom Ratio
Westonaria	655	21	20	31	32
Gerrit Maritz	1127	33	33	34	34
Venterspost	1123	39	31	29	36
Glenharvie	894	40	25	22	36
Modderfontein	726	22	22	33	33
Starkey Weyer	1228	34	27	36	45
Isiqalo	1456	44	33	33	44
Maputle	1062	30	25	35	42
lpeleng	950	30	24	32	40
Seatile	1168	32	25	37	47
Zuurbekom Intermediate	741	20	14	37	53

Table 9: Secondary Schools

Township	Pupils	Teachers	Classes	Student Teacher Ratio	Student Classroom Ratio
Westonaria	971	41	25	24	39
Kgothalang	1310	32	34	41	39
Simunye	1114	38	28	29	40
TM Letlhake	1276	45	34	28	38

6.11 RECREATION ANALYSIS

Table 10: Libraries

Name	Туре	Members	Books
Bekkersdal	Branch	626	13264
Kloof Educational Department	Depot	786	997
Glenharvie Branch Library	Branch	405	10102
Hillshaven Branch Library	Branch	158	3695
Westonaria Public Library	Community Library	708	56479
Zuurbekom Branch Library	Branch	114	1994
TOTAL		2797	86531

Libraries in Westonaria aim to provide strengthen and support cost-effective and equitable library and information services to the community of greater Westonaria.

The libraries deliver services to the public and are also responsible for several administrative duties. At some of these service points the mines support Council by providing venues and personnel (Hillshaven).

Co-operation with the local schools is important. The National Department of Arts and Culture as well as Gauteng Provincial Department: Sport, Recreation, Arts and Culture contribute to the library service.

The re-demarcation of municipal areas brought about new areas to be include in the programme resulting in an extension of the library services.

Township	Name	Tennis	Bas- ket Ball	Bow- ling	Cricket	Squash	Rug- by	Swi mmi ng	Bad- min	Other
Hillshaven	Hillshaven Recreation Club	3	2	0	0	0	0	0	0	1
Kloof Mine	Kloof Recreation Club	4	0		2	2	2	1	2	51
Westonari a	Westonari a Sports Complex	2	1	0	0	2	1	0	3	7
Libanon	Libanon Recreation Club	2	0	2	1	0	1	0	0	3
TOTAL		11	3	2	3	4	4	1	5	62

Table 11: Active Recreation

The Westonaria Sport Complex consists of the following facilities:

- The Lodge: This facility is very popular. It consists of bar counter, fridge and braai facilities. It can accommodate a maximum of 200 people. The lodge can be used for wedding ceremonies, birthday parties, etc.
- Multi-purpose hall: This hall can accommodate maximum 1 000 people. It is available for parties, weddings, sport and recreation activities. Squash courts are situated inside the hall.
- Sport fields: There are seven sports fields for our community, namely, athletics, rugby, soccer, cricket, volleyball, netball and basketball.

Council developed land adjacent to the existing sport complex, for future extensions to the sport complex.

The Bekkersdal: Paul Nel Hall can accommodate a maximum of 800 people. It is available for any functions, sport and recreation and meetings. The following facilities are also available:

- Tennis courts:
- Netball court and Volleyball court;
- Basketball court; and
- Informal grounds there are at least 12 informal soccer grounds, which Council maintains by scraping them twice a year.

The Zuurbekom Community Centre is still under development, but there is currently a soccer field and athletics tracks. After completion it will consists of a netball court, volleyball court and basketball court.

6.12 HEALTH FACILITIES

Social Services

Health & Social Welfare Services

All the clinic buildings in Westonaria belong to the Municipality, whilst all the personnel belong to the Provincial Government. Service Level Agreement (SLA) is in the process of being finalised.

- According to District Health Information System (DHIS) population figures for Westonaria, the ratio of the nurse to population is 1: 3 485
- ♣ There are seven clinics, one satellite clinic and two mobile clinics.

Main Clinics

- Bekkersdal West Clinic has a Maternal and Obstetric Unit (MOU)
- Bekkersdal East Clinic
- Westonaria Clinic.
- Glenharvie Clinic
- Zuurbekom Clinic
- Venterspost Clinic
- Simunye Clinic

A new CHC is to be built at Simunye with funds from Gold Fields Mining Company is planned for 2010/2011. The Provincial Office will operationalise the clinic. In addition, a Health Post will be established in Hillshaven.

Satellite Clinics

Hillshaven Satellite Clinic is currently operating twice a week and operational days will be increased to three times a week during the 2010/11 financial year.

There is also a private clinic in Hillshaven, owned by Goldfields, running five days a week catering only for their employees.

Mobile Points

- Doornpoort,
- Kopanong
- Libanon
- Orion
- Simunye
- Leeuwdoring
- Thusanong
- Waterworks
- Waterpan
- Sherperdvlok Venterspost area
- Themba Section Bekkersdal informal settlement
- Oral Health Services rendered via a Provincial Dental Mobile

Table 12: Health and Welfare Facilities provided in the Westonaria municipal area

TOWN-SHIP	NAME	TYPE	Staffing	Prof Nurse	DAYS OP	HRS DAY	TYPE OF SERVICE
Bekkersdal	Bekkersdal East Health Clinic	Municipal Clinic	Prov	4	5	07h30- 16h00	Primary Health Care
Bekkersdal	Bekkersdal West Clinic	Municipal Clinic	Prov	6	6	07h30- 19h00 & Sat 07h30- 13h00	Primary Health Care
Venterspost	Venterspost Health Clinic	Municipal Clinic	Prov	1	5	07h30- 16h00	Primary Health Care
Westonaria	Westonaria Health Clinic	Municipal Clinic	Prov	3	5	07h30- 16h00	Primary Health Care

TOWN-SHIP	NAME	TYPE	Staffing	Prof Nurse	DAYS OP	HRS DAY	TYPE OF SERVICE
Hillshaven	Hillshaven Health Clinic	Municipal Clinic	Prov	* 1	2	07h30- 16h00 (2x a week)	Primary Health Care
Glenharvie	Glenharvie Health Clinic	Municipal	Prov	* 1	5	07h30- 16h00	Primary Health Care
Zuurbekom	Zuurbekom Health Clinic	Municipal Clinic	Prov	1	5	07h30- 16h00	Primary Health Care
Simunye	Simunye	Municipal Clinic	Prov	1	5	07h30- 19h00 & Sat 07h30- 13h00	Primary Health Care
TOTAL			0	16			

^{*} Same person who serves these clinics.

6.13 KEY DEVELOPMENT PRIORITIES

An in-depth analysis was made through the Land Development Objectives, the IDP, communities and other stakeholders. In this regard, the following issues are relevant:

Physical

- 1. Employment opportunities should be provided in close proximity to the place of residence.
- 2. The relative location of the area in terms of important transport routes (N12 & R28) should be considered in the location of new industrial and commercial development as well as housing.
- 3. Sub-division should only be allowed to the extent that it contributes to economic development.
- 4. The smallholdings in Zuurbekom adjacent to the N12 could be considered for manufacturing / light industrial purposes.
- 5. Improved accessibility between Westonaria and the different satellite towns will ensure increased local support.

Engineering Services

- 1. All services have an economic value and users should pay for receiving equitable services.
- 2. An equitable allocation of development resources is required.
- 3. Basic services such as potable water and the removal of waste are considered as basic human rights.
- 4. Services must be provided to the consumer at an acceptable and sustainable level.
- 5. Discomfort to people and losses (e.g. water leakages) must be minimised to an acceptable level.
- 6. Local labour should be utilised for construction and maintenance.
- 7. There is a need for high mast lights in the Zuurbekom area.
- 8. Council is requested to look at improving the stormwater channel system in Zuurbekom as residents are faced with water problems especially during rainy season.
- 9. Improve maintenance of cemeteries.

- 10. Recommendation that refuse removal be opened for tendering by residents in order to alleviate the constraints faced by Council.
- 11. General improvement of refuse removal.

Transportation

- 1. Poor condition of certain roads within the Zuurbekom area.
- 2. Improved accessibility between Zuurbekom and Westonaria.
- 3. Traffic control and lighting at intersection of N12 and R28.
- 4. Concern over streets full of water during rainy season.

Environmental

- 1. Land owned by mines is not optimally utilised.
- 2. Pollution problems are created by informal settlement i.e. air and water pollution. Need to communicate to Provincial Government and other utility companies the need for electrification.
- 3. Possible pollution of underground water sources by mining activities.
- 5. Stormwater drainage in Bekkersdal area is severely polluted during heavy rains, which lead to spillage of effluent in the watercourse.
- 5. Geotechnical conditions within the area have an impact on housing and other development costs and development potential.
- 6. Stormwater causes erosion in Bekkersdal, Simunye and Zuurbekom.

Social

Health & Social Welfare

- Need for extra staff at clinics within the area.
- 2. The need for emergency transport, particularly ambulances.
- 3. Need for 24-hour services to be provided by at least one clinic in the area.
- 4. Need for a rehabilitation centre.
- 5. Need for special facilities for the aged, destitute and poor must be communicated to the responsible provincial department.
- 6. Need for interaction with local development committee for the maintenance and management of Zuurbekom Community Centre.
- 7. Construction of new clinic and related facilities in Simunye to accommodate all residents in Simunye and Extensions.

Education & Training

- 1. Need for improved public transport to provide convenient access for children to schools.
- 2. Absence of public transport in rural areas.
- 3. Facilities at schools (e.g. libraries and sports facilities) are inadequate.
- 4. Need for better organisation and co-ordination of adult literacy programmes.
- 5. More specialised training/lecture courses to be provided which are related to job opportunities in the market e.g. Agricultural and Mining Sector.
- 6. Need for permanent mini-bus "pick-up" point at Primary and High Schools.
- 7. The need for pre-primary schools/crèches in the rural areas should be investigated and appropriate land identified for this purpose.

Culture & Sport and Recreation

- 1. Parks and Public Open Space within Bekkersdal need to be upgraded.
- 2. Need for one regional recreational and sports complex rather than smaller and scattered facilities throughout the area.
- 3. Facilities within Westonaria are under-utilised.
- 4. Under utilisation/exclusiveness of facilities provided at mines.

- 5. Importance of multi-purpose use of facilities.
- 6. Improved transport to and from existing facilities will lead to better utilisation of available sports and recreational facilities.
- 7. Community Centre within Zuurbekom must be made usable for sport and recreational purposes to all residents in the area.
- 8. Existing community centres need to be upgraded.
- 9. Existing facilities should be properly maintained and improved, where required.
- 10. Concern about small percentage of capital budget spent on parks and recreation facilities.
- 11. Community Centre to be built in Simunye.

Housing

- 1. Existing infrastructure should be optimally utilised.
- 2. A policy to link various developments to one another rather than supporting a number of stand alone developments should be supported and should be adopted. (Infill planning)
- 3. The physical links between different neighbourhoods should be strengthened.
- 4. The community indicated that different tenure options be made available to them.
- 5. Council must facilitate rental stock on all different economic levels.
- 6. Create self-sustaining areas with different requirement levels of service and construction standards to address the need for low-income housing.
- 7. A need to create an additional growth point through the integration of housing development within a regional commercial development.

Safety and security

- 1. Better co-ordination between the South African Police Services and the Justice Department to co-ordinate law enforcement.
- 2. The need for safer crossing of streets and roads. Appropriate facilities like pedestrian crossing and pedestrian bridges should be provided.
- 3. Provide traffic control at the four way crossing of the R28 and N12.
- 4. The need for more visible policing on the streets.
- 5. Police patrols in the late hours would lead to a decrease in crime.
- 6. Very high ratio of population per policeman.
- 7. Children should be educated regarding law enforcement issues.

Economic

- 1. Affordability levels of beneficiaries must be taken into account when considering new development.
- 2. Stimulation of industrial and manufacturing development in the short to medium-term should be linked to the inputs required by the mining industry.
- A comprehensive and integrated marketing strategy for Westonaria should be developed and implemented creating a positive perception of Westonaria and promoting the available infrastructure for industries and manufacturers.
- 4. Output from the agricultural sector is currently not optimised.
- 5. The potential importance of the tourism sector in Westonaria should be investigated. Potential attractions such as sink holes and the mining sector, which are normally seen as inhibitive factors should be looked at as positive aspects. The location of historical sites within the area should also be marketed.
- 6. Residents should be encouraged to invest their money locally, which will lead to a positive feedback cycle.

- 7. The quality, prices and service of local products should promote support of local investment.
- 8. Alternative methods for releasing Council land for private development (e.g. structured payment over a period of time) should be considered.
- 9. Establish a skills register of all unemployed people within the area that could be used by future investors/developers to identify potential employees.

Institutional

- 1. Improvement and implementation of services will increase the level of payment for services.
- 2. People must pay for the level of service they receive and must be provided with a level of service, which will encourage ongoing payment.
- 3. Land should only be used for its primary purpose in terms of the Town Planning Scheme. Rezoning and consent uses should be considered in light of its potential contribution to economic growth within the area.
- 4. The need for a comprehensive and uniform town planning scheme for the entire area.
- 5. Mixed land uses could be allowed if the envisaged uses fall within the same major land use category.
- 6. The local authority should adopt a policy to utilise local expertise and capacity as one of the selection criteria for personnel.
- 7. Affirmative action as a principle is supported.
- 8. The need for a comprehensive housing policy for the area which includes a strategy for dealing with land invasions.
- 9. Illegal land invasions will have a negative effect on investment in the area.
- Appropriate and responsible agricultural development should be promoted.
- 11. A balance should be found between application of the land management and the legal system and the stimulation of economic growth.
- 12. The Council should be more user-friendly towards the residents of the areas.
- 13. The allocation of resources should not only be based on the number of people living in a specific area but also on the specific needs of communities.
- 14. Improve administration level with the focus on streamlining procedures and processes.
- User-friendly statements to be issued to consumers of municipal services.
- 16. Regular dissemination of information on Council activities to the community.

These issues can be grouped together into the following key development needs and priorities:

- 1. Job creation
- 2. Access to water
- 3. Access to electricity
- 4. Relocation of informal settlement
- 5. Housing
- 6. Storm-water management
- 7. Sewerage
- 8. Increase access to clinics
- 9. Roads management plan
- Access to Community Halls
- 11. Poor service repayment
- 12. Schools

- 13. Sport facilities
- 14. Libraries
- 15. Maintenance of existing services
- 16. Minibus taxi ranks

Key Performance Areas (KPAs) are broad areas of focus. They were identified based on the needs expressed and requests received from the community. The KPA's are therefore those areas in which the municipality has to excel to accomplish the vision and mission.

Key Performance Indicators (KPIs) are linked to the various KPA's and are the objectives and strategies of each project undertaken.

7. DEVELOPMENT STRATEGY

7.1 INTRODUCTION

The purpose of the Development Strategy is to outline the objectives, strategies to achieve objectives, as well as specific projects to address the various issues that have been highlighted in the preceding sections. This Chapter specifically deals with the Development Objectives and Strategies, whereas Chapter 13 of this report addresses the Development Projects. This Development Strategy is set out in terms of the four key sectors i.e. physical, social, economic and institutional and these are discussed in the following sections.

7.2 PHYSICAL

7.2.1 Land use

Responsible Person: Mr C Pelser (011) 278-3025

Objective 1: To create an integrated and sustainable Spatial Development Framework that will:

- Promote integrated land uses;
- Allow for residential and job opportunities in close proximity to one another;
- Discourage urban sprawl;
- Correct historically distorted spatial patterns;
- Encourage the optimal utilisation of existing infrastructure;
- ♣ Promote a diverse combination of land uses on individual erven;
- Promote public transport;
- Encourage environmentally sustainable land development practices; and
- Promote sustainable development.

Objective 2: To create a legislative framework that is flexible enough to respond to rapid changing circumstances.

Objective 3: To create mechanisms to link planning to budgets.

Objective 4: To create a basis for sound economic development and environmental sustainability.

Objective 5: To align the budgets of all the different tiers of Government through the introduction of a development planning cycle.

Objective 6: To assist in ensuring the rapid delivery of services in urban and rural areas in order to meet basic needs.

Strategies to achieve these objectives:

- Formulate a Spatial Development Framework to conform to the previously set out principles;
- Carry out a detailed Land Audit and compile a comprehensive Property Register of properties belonging to the Municipality, by using the data and information to be collected as part of the imminent property valuation process to implement the new Municipal Property Rates Act, Act 6 of 2004, and which will include aerial photographs, a GIS system and property descriptions in electronic format. pal rates and taxes by using aerial photos, introducing a GIS system.

- Using the information obtained from the Land Audit to develop a Land Use Management Strategy;
- Formulate and implement a policy on infill development that is consistent with the geotechnical characteristics of the area and the availability of infrastructure.
- Create the necessary mechanism to ensure rapid decision-making in the development planning process.
- Identify economic growth areas along the major arterial roads, create an environment to attract possible investors and market these areas to local, national and international businesses.

7.2.2 Infrastructure Development & Planning

Head of Department: Mr M Machaba (011) 753 1953

Transportation

Responsible Person: Mr T Kase (011) 278-3230

Objective 1: To provide safe, reliable, effective, efficient and fully-integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers.

Objective 2: To improve levels of service and cost in a fashion that supports government strategies for economic and social development.

Objective 3: To integrate land use and transportation planning.

Objective 4: To improve road and traffic safety.

Strategies to achieve these objectives:

- Localise the Integrated Transport Plan of the West Rand District Municipality to address the transport needs of the residents of greater Westonaria.
- Implement traffic control and safety measures consistently throughout the area.

An executive summary of the Integrated Transport Plan for 2009/10 and Draft Local Integrated Transport Plan for 2010 - 2014 are available at the Office of the Manager: Roads and Storm-water.

Water supply

Responsible Person: Mr J Schrijvershof (011) 278-3107

Objective 1: To provide portable water which fully complies with the Blue Drop Status.

Objective2: To provide basic infrastructure to ensure access to acceptable levels of services to all communities.

Objective 3: To utilise existing services efficiently and utilise spare capacity where it is available.

Objective 4: To provide an affordable service to the community and limit inconvenience to users.

Strategies to achieve these objectives:

- Repair network leaks.
- Improve maintenance reaction time.
- Introduce community awareness programmes.
- Execute water network analysis.
- Read meters effectively.
- Provide input into the planning of capital projects to support and facilitate the proposed spatial framework.
- Install the PRVs
- Divide the area into pressure zones
- ♣ Update and implement the WSDP

An executive summary of the Water Service Development Plan is reflected elsewhere in the document. A copy of the document is available at the Office of the Manager: Water and Sewer AND ON THE MUNICIPAL'S WEBSITE

Sanitation

Responsible Person: : Mr J Schrijvershof (011) 278-3107

Objective 1: To provide portable water which fully complies with the Green Drop Status?

Objective 2: To provide basic infrastructure to ensure access to acceptable levels of services to all communities.

Objective 3: To utilise existing services efficiently and spare capacity where it is available.

Objective 4: To provide an affordable service to users and limit inconvenience.

Objective 5: To educate and inform the community with respect to water supply and usage.

Strategies to achieve these objectives:

- Repair blockages on mainlines without delay.
- Clean up after blockages.
- Repair internal blockages without delay.
- Enhance maintenance of the entire network.
- Implement a proactive maintenance plan.
- Survey main lines.

Electricity

Responsible Person: Mr F Quinn (011) 753 2790

Objective 1: To ensure that all inhabitants of the area have safe, adequate, reliable and affordable access to electricity supply complying with the necessary specifications and that the provision of the service is undertaken in accordance with NRS 047 and NRS 048 as well as sound social, economic and sustainability principles.

Objective 2: To utilise existing services efficiently and utilise spare capacity where it is available.

Objective 3: To educate and inform the community with respect to electricity supply and usage.

Strategies to achieve objectives:

- Provide basic infrastructure to ensure access to acceptable levels of services to all communities.
 - **♣** Educate communities with respect to electricity supply and usage.
 - Update and implement the DSM

Roads and Storm-water

Responsible Person: Mr T Kase (011) 278-3230

Objective 1: To enhance mobility and accessibility throughout the region

Objective 2: To ensure that all inhabitants of the area have access to safe and adequate road and storm water infrastructure.

Objective 3: To improve the condition of roads with the associated drainage system in all areas.

Objective 4: To utilise local labour for construction and maintenance where possible.

Strategies to achieve these objectives:

- Update and implement the PMS and SMS
- Design and construct road and storm water infrastructure to limit future maintenance costs.
- Construction of new roads to be focused on strategic development areas.

Planning Office

Responsible Person: Vacant

Objective 1: To plan all Council's engineering projects to ensure a coordinated execution.

Objective 2: To maintain all Council's general plans, with all services, in electronic format.

Objective 3: Checking building plans in respect of additions, new houses and development plans.

Objective 4: Inspection of buildings in order to ensure that they comply with the National Building Regulations.

Objective 5: Enforce Council's policy on development control.

Strategies to achieve these objectives:

- Ensure integrated planning.
- Plan in accordance with the IDP.
- Educate the public to construct legal buildings.

Apply uniform standards in the evaluation of plans.

Mechanical Workshop

Responsible Person: Mr Amos Letswalo 011-278-3234

Objective 1: To efficiently manage Council's fleet.

Objective 2: To ensure proper usage of the fleet.

Strategies to achieve these objectives:

Develop and implement a fleet management plan.

Train drivers and operators to use the fleet correctly.

7.2.3 Community Services

Head of Department: Mrs T Morolo (011) 278 3017

Environmental Health Services

Responsible person: Mr. G. Viljoen (011) 278-3045

Development Goal

To ensure optimal environmental health services to the residents of Greater Westonaria through environmental health education and promotion, monitoring, prevention and management of conditions detrimental to environmental health.

Strategic Issues

- Environmental Health By-laws are outdated and fragmented.
- The local outbreak response team (ORT) is not up to standard and operational.
- Food handlers are not adequately trained and educated in terms of safe food handling.
- Early Childhood Development Centers in informal areas are not legislatively complaint.
- Shortage of staff inhibits the number of inspections and awareness campaigns.
- The monitoring of food and water quality is not up to standard.
- Municipal Health Services is currently not delivered by the level of government as intended in the Health Act of 2003.

Strategic Objectives

- Develop Municipal Health Services by-laws in collaboration with WRDM to be finally promulgated not later than September 2010.
- ➡ The local Outbreak Response Team (ORT) to be re-organized and expanded to include stakeholders from district and provincial government structures as well as representatives from the private sector .i.e. local mining houses.

- Address ways of accommodating ECDC's in the informal areas in order to find solutions in terms of non-compliance and to allow them to obtain Certificates of Competence.
- Continue with the process of transferring the Municipal Health Services and its functions from local authorities to the district as required by the Health Act 2003.
- Raise awareness and instill responsibility regarding the necessity to promote and maintain an environmentally healthy life style in greater Westonaria.

Projects and Programmes

- ♣ Train forty (40) food handlers over the period of the financial year.
- ♣ Train thirty (30) ECDC owners/managers over the period of the financial vear.
- Collect eighty (80) food and water samples during the financial year.
- Conduct a Sanitation Awareness campaign in collaboration with the Department of Water Affairs (DWA) during the National Sanitation Week.
- 4 Air pollution complaints will be addressed up to the level of competence.
- Conduct an Environmental week programme in collaboration with Growa Tree and Social Development.
- Focus surveillance of premises on bed and breakfast, lodges and other accommodation establishments during the period of the 2010 Soccer World Cup event.
- Introduce the local outbreak response structure to communities in greater Westonaria.

Health and Social Welfare Services

HIV/AIDS Unit

Responsible person: Ms. V. Molebatsi Tel: (011) 278-3048

Developmental Goal

➡ To strengthen partnership amongst Ward Based Volunteers (WBV) and structures in the Local AIDS Council, by reducing the new HIV infection rate by 20% through education, promotion, prevention and management of opportunistic infections caused by HIV/AIDS by 2010/2011.

Strategic Issues

- Minimal effective and functioning of the Local AIDS Council (LAC) committee.
- Minimum effective and functioning of the related sectors.
- High HIV prevalence rate.
- Dependency on the Department of Local Government (DLG) grants.
- Shortage of staff to assist with monitoring of the HIV and AIDS programme
- Improving reporting on finances from the Department of Local Government (DLG) GRANT.
- ♣ Non-functional HIV/AIDS workplace programme.
- Skills development budget for Ward Based Volunteers (WBV's)

Strategic objectives

- Strengthen and support the Local AIDS Committee by organizing a strategic workshop to review the existing strategic plan and aligning it to the New Strategic Plan 2007-2011.
- Ensure meaningful mobilization and capacitating of communities in the fight against HIV/AIDS through daily door to door empowering of women, men, youth, and the disabled and people living with HIV and AIDS, traditional healers, faith based organizations2007-2011.
- Reduce new infection rate by 20% by intensifying education, awareness and mass VCT campaigns at ward level with the aim of promoting and strengthening behavioral change by 2010/2011.
- ♣ Ensure a continuous and sustainable Programme that will aim at assisting government reach it's broader goal of reducing new infections by 50% by 2011 (NSP 2007- 2011) by encouraging the municipality to ensure funding and being realistic and cost effective in the utilization of allocated funds for sustainability within the programme.
- Strengthen and maintain a system on how to report to finance regarding Department of Local Government (DLG) grant.
- Assist the Employees Assistant Programme officer through Wellness Clinic by conducting campaigns and educational talks through peer educators.

Projects and Programs

- ♣ Strengthen the Local Government Council (LAC) and support its initiatives and Programs by clustering organizations so as to come with one voice to the LAC, share best practices, mentor each other and implement on the business plan according to the cluster or task teams by 2010/2011.
- Strengthen and empower community sectors such as Home Based Cares, Traditional Healers Organization (THO), People Living With HIV and AIDS (PLWHA's), Youth Forum by assisting existing structures to mobilize at ward level through ward Councilors, their respective Committees, clinic committees and community development workers, to involve them in campaigns, organize open days and trainings until they become independent to be funded by 2011.
- Reduce new infections by 20% by improving the quality of ART services, improve access to quality VCT services which will include mass continuous VCT campaigns at ward level, implement effective workplace programs, improve quality of support by the continuation of conducting awareness campaigns including the on-going daily door to door programme by Ward Based Volunteers by reviewing the HIV and AIDS strategic plan and align with the NSP 2007-2011by 2010/2011.
- Promotion on planned activities through the health calendar as well as the Unit's year plan such as STI-condom week, TB awareness week, AIDS care week through door to door, World Aids Day Event
- Strengthen the Ward Based approach by improving the reporting system of Ward Based Volunteers from all wards on their daily door to door program, intensify the monitoring and evaluation system, provide leadership skills training community development and strengthen the cross referral system and communication with all stakeholders by 2011.
- Strength the monitoring and evaluation tool to access the level of impact against interventions made by 2011.
- Submit monthly and quarterly report to finance department and to the Multi Sectoral AIDS Unit (MSAU) and the Department of Local Government and Housing (GLG).

Strategic Objectives

- Strengthening communication between the Local AIDS Council (LAC) committee and Non-Governmental organization (NGO's) through the local AIDS Council meetings and campaigns.
- Employment of more staff to assist in monitoring sustainability and evaluation of the HIV and AIDS Programme for the employees and communities.
- The Municipality to set aside budget to capacitate volunteers (WBV's) through skills development programs

Social Development

Responsible Person: J Mokgosi (011) 278-3106

Developmental Goal

♣ To facilitate accessibility of Social Development facilities and programmes to all the residents of greater Westonaria and contribute towards the developmental thrust of the Directorate and Municipality.

Strategic Issues

- ♣ Difficulty to deliver services to far flung areas of the municipality
- ♣ Uncontrolled numbers of people entering the municipality renders service delivery difficult. As a result of this occurrence, pockets of informal settlements then emerge, thereby adding a further strain on services
- Lack of effective and efficient facilities' management systems and common administrative standards.
- ♣ Lack of skills by the Community for using the library facilities.
- ♣ Absence of Sports Development implementation plan
- Non functioning of the SRAC HUB
- Absence of an Arts and Culture policy for Local Government
- Absence of a Community Development Unit to take charge of Social Services programmes including programmes targeting youth, aged, children and people with disabilities

Strategic Objectives

- ♣ Develop and implement an effective strategy of rendering Social Development services to all areas of the municipality, including far off areas.
- Collaborate with Housing sub-directorate to gather information regarding mushrooming informal areas, for purposes of service delivery planning.
- ♣ Facilitate a process that will engage all departments dealing with community facilities, to discuss and collectively recommend common standards and systems to be implemented.
- Review and develop the implementation plan for scraping of informal fields.

Projects and Programmes

- Promote mass sport participation by residents of Westonaria encompassing all ages, males, females and people with disabilities
- Implement the reviewed plan for the scraping of the informal fields.
- Construct a library in Simunye
- ♣ Appoint at least one person for Community Development Programmes
- Explore ways and means of developing an Arts and Culture Policy at Local Level
- Present programmes (2 per quarter) to promote skills development of the community in library usage
- Link up with Province and ensure proper functioning of the SRAC HUB
- Promote HIV & Aids awareness through programmes presented by Library and Information Services and Sports, Recreation, Arts and Culture
- Promote Social Crime Campaigns through Library and Information Services (exhibitions) and Sports, Recreation, Arts and Culture (programmes)

PUBLIC SAFETY

Responsible Person: Mr M Lethetsa (011) 278-3040

DEVELOPMENTAL GOAL

♣ Public Safety forms a fundamental part of the Directorate: Community Services and is responsible for the creation of a safe and secure environment for the Community of Westonaria Local Municipality through a multi-agency approach involving all key stakeholders.

STRATEGIC CHALLLENGES

- ♣ This is mainly as a result of the small size of the facility and shortage of personnel and it applies to both the MVRA and DLTC/VTS.
- ♣ Effective implementation of the adopted Community Safety Plan to deal with the rising levels of crime. In the case of Westonaria Local Municipality this relates specifically to Social Crime Prevention.
- ♣ It has to be mentioned from the outset that Crime Prevention is not a core function of a local municipality. The mere fact that a local municipality is at the coal face of service delivery makes it obligatory for the municipality to play an active role in all Crime Prevention initiatives.
- Implementation of the resolution of the ruling party to establish a Unicity in the West Rand by 2016
- ♣ To this end Westonaria local municipality was allocated a task of coordinating all the Licensing related activities in the district as way of preparing for the pending establishment of the Unicity.
- It must be noted that the current situation is that each local municipality has signed a separate SLA with Gauteng for the execution of the Licensing function.
- Ineffective Law Enforcement strategies and lack of success in the handling of traffic/road violations.
- The challenges in this case include the following:
- By-law enforcement covering areas such as illegal dumping and illegal street trading

- Monitoring of the 1 hour parking system in the CBD, to ensure that the available parking space is not being abused by certain motorists by parking for longer than the stipulated maximum period.
- Conducting point duty at strategic areas morning and afternoon (during peak periods) to ensure that young primary school children cross the roads safely.

STRATEGIC OBJECTIVES

LICENSING

- ♣ To continue facilitating efforts to lobby the Gauteng Department of Roads and Transport to provide funding for the envisaged upgrade of the DLTC/VTS
- To ensure effective implementation of the SLA between Province and Council.
- ♣ To complete the process of relocating the registration and licensing of the Nedbank fleet to the Westonaria Licensing Centre.

SOCIAL CRIME PREVENTION

- ♣ To ensure effective implementation of the adopted Westonaria Community Safety Plan which will also include the review thereof.
- This localized Community Safety Plan is actually the extension of the Gauteng Safety Plan 2006-2014. The two plans are e aligned to the National Crime Prevention Strategy.

TRAFFIC MANAGEMENT

- ♣ To motivate for the appointment of additional Law Enforcement Officers in order to effectively deal with the immediate challenge of the 2010 FIFA Soccer World Cup.
- To ensure effective implementation the PPP arrangement entered into with TMT for the Camera Speed Measuring System
- To ensure that a modern and fully equipped Roadblock Trailer is procured as a matter of priority.

INTERNAL SECURITY

- Collaborate with all other internal departments towards the provision of an improved security service.
- ♣ To ensure that a new Security Service Provider is appointed by 01 June 2010.
- ♣ To ensure that provision is made in the 2010/11 budget for guard houses in order to protect the security guards against the elements
- ♣ To ensure proper management of the SLA between Council and the Security Service Provider

PROJECTS AND PROGRAMMES - 2010/11

The following are the main Public Safety Projects and Programmes for 2010/11

- Upgrading of the Vehicle Testing Station and the Driving License Testing Centre.
- Implementation of the Community Safety Plan

- ♣ Effective provision of internal security through a private service provider.
- Enhancement of the Traffic Management System.

WASTE MANAGEMENT, PARKS & CEMETERIES

Responsible Person: M Mokwana (011) 278-3232

WASTE MANAGEMENT

Developmental Goal

♣ The Waste Management Sub-Section forms an integral part of the Directorate: Community Services, and is responsible for the management of solid waste throughout greater Westonaria. The key developmental goal is to provide adequate, reliable and affordable service to inhabitants of greater Westonaria.

Strategic Issues

- Inability to extend waste collection, waste transportation, and waste treatment and disposal facilities to all communities including rural areas.
- Lack of vehicle replacement policy for replacement of aging waste collection vehicles and lack of vehicles' maintenance plan to ensure proper maintenance.
- Inability to fill vacant positions in the section and building employees capacity and skills due to cash flow constraints and insufficient budget.
- Generation of employment and income for the community members involved in waste collection.
- Lack of communities' participation to take responsibility for their cleanliness in their urban environment.
- Alarming illegal dumping as a result of unreliable waste collection rounds.
- Pending Integrated Waste Management Plan (IWMP) in collaboration with West Rand District Municipality.
 - Minimization of waste generation
 - Maximize waste recycling and re-use
 - o Ensure safe and environmentally sound waste disposal.

Strategic Objectives

- Extend waste collection, waste transportation, and waste treatment and disposal facilities to all communities including rural and un-serviced areas by 2014,
- ➡ Waste separation at source programme in high income areas to be fully implemented for waste generation areas (Westonaria, Hillshaven, and Glenharvie) by December 2014.
- All waste is disposed of in a manner meeting Department of Water Affairs and Forestry (DWAF) minimum requirements by December 2014
- Replacing waste collection vehicles and ensure proper maintenance.
- ♣ Establishment of Municipal Service Partnerships (MSP's) in waste collection to be implemented by December 2012.
- Investigation and replacement of entire waste collection fleet by June 2014
- A portion of waste stream to be reduced at source, re-used or recycled/composted.

- Empowerment of communities to take responsibility for their cleanliness in their urban environment.
- Waste Management System in the Municipality to become economically independent and profitable by 2014.
- ♣ Illegal dumping of waste will be reduced by 50% from 5 000 ton per annum to 2 500 ton by December 2012
- ♣ Eradicate non compliance Transfer stations in Bekkersdal and establish compliance Transfer Stations through out the entire Westonaria by June 2014.
- Work towards an effective Integrated Waste Management Plan (IWMP) in collaboration with West Rand District Municipality.
- Westonaria Local Municipality to have updated and approved IWMP by June 2012
- Provision of Waste Storage facilities to all residents by 2014.

Projects and Programmes for 2010/11

- Purchase waste collection vehicles (Compactor trucks, Roll on Trucks & Grab and Tipper trucks to extend 30% of waste collection service to all un-serviced areas by June 2011
- Upgrade the landfill site to comply with Minimum requirements for disposal of waste.
- ♣ Illegal dumping of waste will be reduced by 50% from 5 000 ton per annum to 2 500 ton, by June 2011, by providing residents with storage facilities and adequate and timeous waste collection
- ♣ The organisation will pursue recruitment /capacitating of competent key personnel ensuring an efficient rendering of service,
- ♣ That public and private sector be well aware of their duties and responsibilities regarding waste management
- ♣ Lobby Public Safety to enforce by-laws with regard to illegal dumping should be implemented by December 2010.
- ♣ Purchase 25% waste storage bins(240L) by June 2011,

PARKS AND CEMETERIES

Developmental Goal

The Parks & Cemeteries Sub-Section forms an integral part of the Directorate: Infrastructure, Development & Planning and is responsible for the management of parks, cemetery and crematoria facilities throughout greater Westonaria.

Strategic Issues

- Lack of Promotion of an integration of sport and recreation facilities and activities
- **E**stablishment of a non-racial and non-sexist culture by making sport and recreational facilities accessible to all at grass-root level.
- Promotion of urban forestry and urban greening
- Outdated By- Laws
- Lack of open space policy
- Promotion and protection of conservation of natural resources
- Optimal utilization of the open spaces to avoid illegal dumping spots which are an eyesore to communities and to reduce crime

- Creation of a healthy and tranquil living environment.
- Maintaining and enhance the ecological integrity of natural systems
- Creating a conducive and safe area for recreation and leisure
- Ensuring that all residents of Westonaria receive reliable and affordable cemetery services.
- Low Cemetery tariffs resulting in influx of burials from neighbouring Municipalities
- Lack of burial space due to increased death rate,
- Alternative burial methods for the preservation of burial space in Westonaria

Strategic Objectives

- Implement open space upgrading to improve the open spaces to people ratio by 2014
- Establishment of a non-racial and non-sexist culture by making sport and recreational facilities accessible to all at grass-root level.
- Properly maintain existing recreational facilities and make them more accessible to the broader community December 2012
- Develop the appropriate facilities and infrastructure that will ensure the provision of cemetery services to the entire Westonaria community by 2012
- ♣ To effectively coordinate various community-based natural resource management activities that will enhance capacity building of people through environmental education, information sharing and better access to resources by June 2014
- Capacitate and recruit competent personnel that will ensure efficient service delivery
- Continuously conduct awareness and education campaigns to the communities
- Introduce alternative burial methods for the preservation of burial space in Westonaria
- Continuously engaging needs analysis programmes

Projects and Programmes for 2010/11

- Development of Parks;
- Develop open space Policy by December 2010;
- Update Parks by-laws by June 2011;
- Update Cemetery and burial by-laws by December 2010;
- Review Cemetery burial tariffs by June 2010;
- Reduce areas of maintenance, yet allowing to expand service by December 2011;
- ♣ Allow us to become more cost effective and competitive by June 2011;
- Increase revenue sources by June 2011;
- Implement Greening Projects by June 2011;
- Capacitate and recruit competent personnel that will ensure efficient service delivery;

7.2.4 Corporate Services

Head of Department: Mr L Thibini (011) 278-3020

Legal, Property & Town Planning Services

Responsible Person: Mr B van Niekerk (011) 278-3022

Objective: To provide legal advice and enabling support to Council, the Mayoral and Portfolio Committees of Council, as well as to the Political Office Bearers, the Municipal Manager, Heads of Departments and Departments/Sub-Clusters;

Strategies to achieve these objectives:

- Develop, implement, monitor and review work process and control systems;
- Define and adjust the job content, role boundaries, and workflow processes against functional responsibilities and service delivery requirements;
- Determine staffing levels and prepare motivations for the filling of vacancies to complement functional objectives and requirements;
- Conduct appraisals to measure performance and objectives accomplished against agreed targets, and reviewing goals and adjusting or setting new objectives where required;
- Communicate with the HOD: Corporate Services on specific key performance areas and service delivery plans and objectives of the Department with a view to align the functions and service delivery objectives with the capacity and capability of the Legal, Services Section;
- Formulate and implement procedures, systems and controls to regulate specific work and work sequences associated with the functional areas of the Section;
- Formulate and implement interventions which may be necessary to ensure functionality and to support core service delivery areas:
- Prepare capital and operating budgets for the Section and control expenditure against the approved budget allocations;
- ♣ Co-ordinates and execute specific administrative and reporting requirements associated with the key performance and result indicators of the Section.

Property

Responsible Person: Vacant

Objective: To provide a property management service to the Municipality. **Strategies to achieve these objectives:**

- Determine the short, medium and long term property needs in order that the necessary strategies and plans may be put in place to timely provide in same.
- Assist and advise developers/ investors enquiring about available properties for development in the greater Westonaria.
- Assist and educate first time property buyers on all the relevant matters and costs surrounding such a transaction.
- Market Council's property to prospective buyers.

Housing Section

Responsible Person: Vacant

Development Goal

Create sustainable communities in Westonaria by meeting the housing demand of the different communities.

Strategic objectives and successful implementation of the housing demand and back log is subject to the budget allocation and project implementation mandated by the Department Local Government & Housing.

Strategic Issues

- Identifying well-located and suitable land to meet the housing demand.
- Addressing the 16 500 housing backlog in Bekkersdal and other areas on the housing demand list in sustainable human settlements.
- Relocation of the Bekkersdal hostel.
- Participate in initiatives to identify social and economical amenities needed when housing construction start.
- Relocation of Thusanang and Waterworks informal settlement.

Strategic Objectives

- Lobby and communicate with mines and other land owners to obtain sufficient land for the relocation of Bekkersdal, Thusanang and Waterworks informal settlements.
- Provincial Budget: Process already in its fifth year. The relocation of the 16 500 families to be relocated to Westonaria South and Droogeheuwel and Middelvlei in Randfontein.
- The Bekkersdal hostel has been privatised.
- Participate in initiatives with other stakeholders on the Westonaria South Co-ordinating Committee to identify social, economical and safety needs when housing construction starts.
- Major stakeholders represented are:
 - South African Police Services
 - Department of Local Government
 - Gauteng Health Services
 - Gauteng Social Services.
- Lobby and participate in meetings with Gauteng Department of Housing to include the Waterworks and Thusanang informal settlements in the relocation process to Westonaria South, Droogeheuwel and Middelvlei.

Housing Delivery Projects

- Bekkersdal Renewal and Relocation Project, 14 500 families to be relocated to Westonaria South, Droogeheuwel and Middelvlei.
- Relocation of Waterworks and Thusanang 2000 families to Westonaria South, Droogeheuwel and Middelvlei.
- It is to be noted that the housing backlog list reflects 2000 or more names that are also to be considered for the allocation of houses bringing the total to 18 500 families.

An executive summary of the Housing Sector Plan for 2007 - 2012 is available at the Office of the Manager: Housing.

Administration Section

Responsible Person: Mrs M E Engelbrecht, (011) 278 3024

Objective 1: Administration and Support: To provide an efficient and effective office administration.

Objective 2: Committee Services: To render a committee support service through efficient minute taking, compilation of agendas and timorously distribution of documents.

Objective 3: Printing Services: To offer an efficient and effective internal and external printing services.

Objective 4: Cleaning & Maintenance Services: To ensure a clean, healthy and safe environment at identified municipal buildings and venues in compliance with relevant legislation.

Objective 5: Access **Management:** To provide efficient access control at identified access points.

Objective 6: Customer Care: To promote an efficient customer care environment.

Objective 7: Asset **Management:** To implement and manage a departmental asset register.

Objective 8: Public Participation: To provide a transparent and participatory Ward Committee System.

Strategies to achieve these objectives:

- Create a policy and procedural manual for the safe keeping of all records in compliance with the National Archives Act (Act 43 of 1996) and to ensure that processes for retrieval of records and provision of information are in place.
- Coordinate and implement committee procedures and a follow up process on the implementation of Council and Mayoral Committee Resolutions.
- Efficient application of resources.
- ♣ Provide a building management and maintenance programme in compliance with relevant legislation.
- Implementation and maintenance of an access control system to ensure a manageable and secured environment within identified municipal buildings.
- Create and workshop a Customer Care Policy within the framework of the Batho Pele Charter by improving response times to customer queries through a centralised query registration and follow up process.
- Compile and maintain a Departmental Assets Register in compliance with prescribed legislation in reconciliation with the Municipal Asset Register.
- Successful establishment of Ward Committee within all 15 Wards. Empowerment of Ward Committees through partnership of the Department of Local Government and Housing

Human Resources Section

Responsible Person: Ms S Maghubu, (011) 278-3026

Objective 1: Human Resources Support: To provide an efficient and effective human resources strategic and administration support.

Objective 2: Organisation Structure: To review and realign the approved Organisational Structure, to meet the organisational strategy.

Objective 3: Employment Wellness Programmes: Realign Human Resources structures by providing and maintaining employee wellness programmes.

Objective 4: Labour Relations: To manage and maintain a disciplined workforce.

Objective 5: Skills Development: To ensure and maintain a skilled workforce in compliance with the Skills Development Act, Skills Levies Act, Workplace Skills Plan, Employment Equity.

Objective 6: Occupational Health & Safety: To ensure compliance with Occupational Health & Safety Act, Workmen's Compensation Act, and advocate safety in the workplace.

Objective 7: Employment Equity: To ensure compliance to targets within the Employment Equity Plan, and implement the Plan.

Objective 8: Empowerment: To empower Councillors and Ward Committee members through skills development initiatives.

Strategies to achieve these objectives:

- ♣ Develop a Human Resource Strategy and Material Master Plan through policies and procedural manuals, i.e. Equity Plan, etc.
- Develop an organisational structure (organogram) that is aligned to IDP, HR Strategy, Employment Equity and addresses the needs of the organisation.
- Implementation of Council Resolutions and restructuring processes.
- Develop and implement an Employee Assistance Policy and Programme (EAP).
- Develop a framework on the maintenance of discipline in the workplace in compliance with labour law and legislative labour divisions, i.e. SALGBC and CCMA in partnership with local unions through the Local Labour Forum.
- Conduct a Skills Audit to identify the skills gaps, and develop strategies to address the gaps.
- Implement and maintain National and Provincial skills development strategies in compliance with the Employment Equity Plan and Workplace Skills Plan (establishment of local Training Committee).
- Re-enforcement of the Health and Safety Committee in compliance with
- ♣ Total revision of the Employment Equity Plan/Policy in alignment with other Human Resources Plans (i.e. WSP) and Policies.
- ♣ Incorporate Councillor and Ward Committee members training programmes in the Workplace Skills Plan.

7.2.5 Financial Services

Finance

Chief Finance Officer: Mr M van Brakel (011) 278-3012

Expenditure

Responsible Person: Mr T du Toit (011) 278-3051

Objective 1: To manage the expenditure of Council in an effective and efficient manner considering the cash flow situation, agreement to pay service providers within thirty days of delivery of the service and other related policies and regulations.

Objective 2: To focus the application of resources to address the needs and backlogs in previously disadvantaged areas.

Income, Revenue and Debt Collection

Responsible Person: Mr Henk Botha (011) 278-3053

Objective 1: To ensure that services are provided in accordance with household affordability levels in the Council area.

Objective 2: To implement the Turn around Strategy which include Indigent Registration process, Debt collection, Credit control and the installation of pre-paid water meters ensure that services are provided to the community in a sustainable manner.

Financial Planning

Responsible Person: Mrs R Kilian (011) 278 3052

Objective 1: To facilitate access to appropriate funding from the private sector through management, co-operative planning and creating a climate conducive for investor confidence

Objective 2: To identify, access, mobilise and manage the appropriate financial resources for infrastructure investment by the Council.

Strategies to achieve these objectives:

Develop long-term tariff and income strategies that will ensure the financial sustainability of the Council without overburdening the taxpayer and consumer of services in the Council area.

- Manage the future cash flow position of the Council in such a way that:
 - envisaged capital investment programme can be sustained;
 - acceptable liquidity levels can be sustained at minimum cost to the Council: and
 - the general tax and resource base of the Council are optimised. While Council realises the importance of addressing and redressing key aspects of its previous service provision policies, it is also necessary to make adjustments over the short term in order to sustain and improve the quality of life of all stakeholders in Westonaria over the longer term.

- Maintaining strict Debt collection and Credit control measures and review Indigent registration process.
- o Installation of pre-paid water meters in all area's, but special focus on low payment area's.
- Optimise the resource base of Council within the context of:
 - o full cost recovery from the end-user for services rendered;
 - using subsidies as a vehicle to solve short- and medium-term problems and not as a mechanism to sustain unaffordable services to selected consumers or consumer groups;
 - being sensitive to the needs and requirements of the business sector; and
 - o adopting policies and strategies that will ensure economic growth and the broadening of the tax base of the town.

7.2.6 Strategic Support Services

Act Head of Department: : Mr J Coetzee (011) 278-3028

Supply Chain Management

Responsible Person: Mr J Coetzee 011 278-3028

Objective 1: To provide a policy framework to institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensure best value for money and promotes local economic development.

Objective 2: To transform outdated procurement practices into an integrated supply chain management function to ensure that supply chain management forms an integral part of the financial management system.

Objective 3: To strengthen linkages between the first and second economies.

Strategies to achieve these objectives:

- ♣ Provide an Information Technology service to Council varying from advice to implementation of new systems.
- By adopting a Supply Chain Management Policy, further to pledge the full support of the Proudly South African campaign and the observance of all applicable legislation, including specifically the:
 - o Preferential Procurement Policy Framework, Act, Act No 5 of 2000;
 - o Broad Based Black Economic Empowerment Act, Act No 53 of 2003;
 - Municipal Financial Management Act, Act No 56 of 2003; and
 - o Construction Industry Development Board Act, Act No 38 of 2000.
- ♣ Increase employment opportunities through procurement by specifying labour friendly techniques and/or labour intensive methods of construction in tender documentation.
- Stimulate and promote local economic development in a targeted and focussed manner.

Local Economic Development

Responsible Person: Mr S Monoane (011) 278-3133

Objective 1: To develop a strong, dynamic and balanced economy.

Objective 2: To create an efficient and productive town through the growth and development of the local economy.

Objective 3: To assist small and medium sized enterprise development and the implementation of various programmes and initiatives to give effect to this strategy.

Objective 4: To broaden and diversify the local economy and broaden the tax base to provide better services to the entire community.

Objective 5: To increase the attractiveness of the town for new investment.

Objective 6: To optimise the opportunities provided by the mining sector.

Objective 7: To improve co-ordination and co-operation between tourism stakeholders.

Objective 8: Establish strategic action plans for identified niche markets

Objective 7: To improve co-ordination and co-operation between tourism stakeholders

Strategies to achieve these objectives:

One of the key economic aspects to be addressed is the decline of the local mining industry. Although the importance of the mining sector is declining, it still remains the dominant economic sector in the region. What is thus required is a phased approach over the medium to long-term to counter the negative effects of the declining mining sector.

There are two important sectors which can play a leading role in this approach i.e. agro-industries and manufacturing linked to the massive expenditure of the gold mining industry on stores and equipment. This expenditure is massive in volume and is mainly spent outside the boundaries of Westonaria. Local industries and agriculture are potential beneficiaries of this expenditure.

The major categories of products required by the gold mining industry include:

- Building and road-making material;
- Chemicals:
- Clothing:
- Electrical (cables, equipment, machinery and spares);
- Food for employees;
- Iron and steel products;
- Shaft equipment; and
- Pumps and related equipment.

The local mining industry thus provides a number of potential opportunities in a variety of economic activities.

The land redistribution programme of the Department of Land Affairs needs to be supported and implemented. Specific attention should be given to the establishment **agro-industries** involved in the processing of agricultural produce from both small scale and commercial farming activities.

Specific implementation projects and principles to support the issues outlined above include the following:

- Initiate an Economic Study to ensure that proposed industrial land development can successfully meet the demands of the private sector.
- Formulate an Urban Agricultural Policy to broaden the economic base of the area.
- Harness local skills in Public Works Programmes related to housing and other major infrastructure projects.
- Formulate a strategy to address the formalisation of the informal sector.
- Prepare an Integrated Marketing Strategy for the Westonaria Local Municipality.
- Investigate the possibility of establishing of a Small Business Development Centre.
- Partake in one tourism imbizo per annum.
- Development of a Cultural and Heritage, business and Youth tourism plan.

Integrated Development Plan

Responsible Person: Vacant

Objective 1: To develop and manage a user-friendly IDP reflecting the activities of Council.

Strategies to achieve this objective:

Prepare and revise the Integrated Development Plan of Council addressing the needs of the communities within the constraints of the Budget.

Communications:

Responsible Person: Ms B Nklongwane (011) 278 3121

Objective 1: To develop and implement a communication strategy for Council.

Strategies to achieve this objective:

- Provide a communication service to Council varying from press releases on Council related matters to management and maintenance of Council's website.
- Manage and render an efficient customer communication service through adequate resources and transparent procedures.

Project Management Unit

Responsible Person: PMU Manager: Ms S. Bell (011) 278 3083

Objective 1: Co-ordinate identification of infrastructure projects for inclusion in IDP

Objective 2: Prepare capital and operating budgets and receive and administer MIG funds

Objective 3: Manage, report on, monitor and evaluate MIG projects

Strategies to achieve these objectives:

- Produce medium term capital plans and operational budgets which reflect projects to be funded in each sector (roads, water, sanitation, and so on) as required by the Division of Revenue Act
- ♣ Fulfil all the financial functions to administer MIG funds, such as budgeting, financial management and financial reporting
- Manage MIG projects, including:
 - o registering MIG projects on the national data base
 - o commissioning and assessing feasibility studies
 - ensuring the development of project business plans and appraisal thereof and
 - o making recommendations concerning project to be approved
 - o managing MIG projects through the project cycle
 - developing terms of reference and contracting and managing technical and social practitioners/ consultants as required
 - contracting and managing implementing agents if projects are to be implemented by an agent outside of the municipality
 - o ensuring that projects address sustainability issues
 - o co-ordinating capacity building at project level to ensure a programmatic approach where appropriate
 - project monitoring and intervention where necessary to keep projects on track
 - MIG programme and project reporting.

7.2.7 Performance and Compliance

Head of Department: Vacant

Performance and Compliance

Responsible Person: Vacant

Objective 1: To develop and implement a Performance Management System that measures performance and progress of officials and Council linked to the Integrated Development Plan (IDP), the Budget and the Service Delivery Budget Implementation Plan (SDBIP).

Objective 2: To ensure that the performance contracts of the Municipal Manager and the Section 57 officials are entered into and that annual performance agreements are entered into within 14 days after the approval of the budget.

Objective 2: To ensure that the performance contracts and agreements of the Municipal Manager and the Section 57 officials are aligned to become the Scorecard of Council

Objective 4: To ensure that Council activities are performed in compliance to legislation, policies and procedures.

Objective 5: To develop, implement and maintain a risk management strategy for Council and the various Departments to form the global risk management plan for Council.

Strategies to achieve these objectives:

- Implement a Performance Management System for Council measuring the achievements and identifying areas to be improved.
- Monitoring and evaluating the systems of Council to ensure compliance with legislation and policies of Council.
- Implement a Risk Management Strategy for Council and the various Departments of Council.

7.2.8 Office of the Municipal Manager

Act Municipal Manager: Mr L Thibini (011) 278-3020

Office Manager:

Responsible Person: Vacant

Objective 1: To assist and support the Municipal Manager and oversee the smooth running of the institution.

Strategies to achieve this objective:

- Close cooperation with all Heads of Department to timely identify challenges and find solutions to address it.
- Regular gives feedback to the Municipal Manger on challenges and achievements.

Information Technology (IT)

Responsible Person: Mrs L Moraitis (011) 278-3003

Objective 1: To develop and implement a fully operational IT support system for the entire Council.

Strategies to achieve this objective:

Provide an information technology service to Council varying from advice to implementation of new systems.

Internal Audit

Responsible Person: Mrs E Botha (011) 753 1953

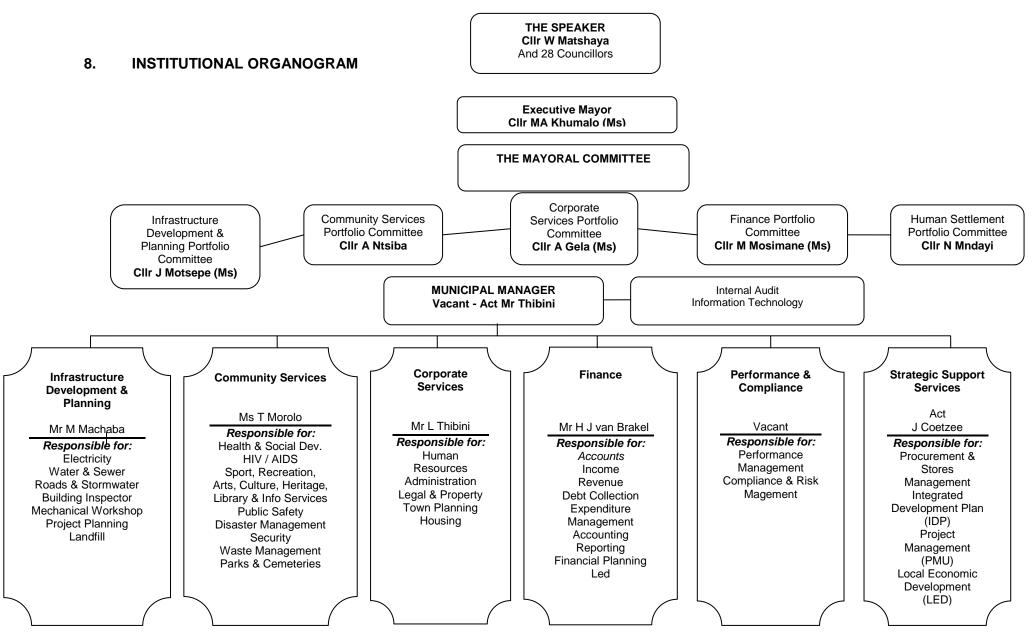
Objective 1: To deliver independent internal audit services to Council in its entirety.

Objective 2: To support and coordinate the functions of the Internal Audit Unit

Objective 3: To support and coordinate the functions of the Performance Audit Committee.

Strategies to achieve this objective:

- Develop a three year risk-based audit plan for Council and its Departments.
- 4 Audit the activities of Council with the aim to add value to the governance processes, risk management and controls.
- Annually review the Charters of the Audit Committee and the Internal Audit Unit.



9. MUNICIPAL TURN AROUND STRATEGY (MTAS)

9.1 BACKGROUND

The Minister for Cooperative Governance and Traditional Affairs (COGTA) during December 2009 hosted an Indaba where the State of Local Government Report was considered. A framework was adopted. Provincial Turn Around strategies are to be developed and implementation plans are to be put in place.

The national and provincial frameworks were discussed at a meeting held on 4 February 2010. Municipalities were given time until end of March 2010 to adopt the implementation plans.

The Executive Mayor of the West Rand District Municipality (WRDM), Cllr F L Matshikiza, called for a three day strategic session during February 2010 enabling the district and municipalities to develop a Turn Around Strategy for the region and the local municipalities.

9.2 OVERALL GOALS

The overall goals of the Turn Around Strategy are to

- Restore the confidence of communities in local government
- Rebuild and improve the basic requirements for a functional, responsive, accountable, effective and efficient developmental local government

9.3 STRATEGIC OBJECTIVES

The strategic objectives of the Strategy are to

- Ensure that basic needs of the community are met
- Build clean, effective and efficient responsive and accountable local government
- Improve performance and professionalism in municipalities
- Improve national and provincial policies, oversight and support
- Strengthen partnerships between local government, communities and civil society.

9.4 KEY PERFORMANCE AREAS

The Key Performance Areas (KPAs) of the Strategy are:

9.4.1 Service Delivery

Special efforts be made to meet the basic needs and services of the community with emphasis on housing, water, sanitation, refuse removal, electricity, roads.

9.4.3 **Spatial Conditions**

- Approach development in a manner that will redress outdated spatial planning patterns
- Spatial Development Frameworks to empower and enable local government to manage the local development space
- ♣ Build a responsive and accountable local government by way of communicating and accounting more to communities, capacity and skills development, address corruption and maladministration, performance management, monitoring, evaluation and report

9.4.3 Financial Management

- Budget and Income Management
- Inter-governmental fiscal system and the distribution of grants.

9.4.4 Local Economic Development

- Encouraging investment in municipalities
- Development of Local Small Businesses and tourism
- Focusing on large sector economic management e.g. mining, manufacturing and farming.

9.4.5 <u>Labour Relations</u>

Strengthening labour relations.

9.5 PRIORITIES

The priorities have been divided into short term priorities that are to be achieved before the 2011 local government election also known as the Pre-2011 Priorities and the long term priorities to be achieved after the 2011 election namely the Post-2011 Priorities.

9.5.1 **Pre-2011 Priorities**

- 4 Address the financial and administrative problems of municipalities
- Provide local government support by way of
 - Promulgating regulations
 - o Development of integrated human resource management
 - Implementing a transparent and accountable supply chain management.

9.5.2 Post -2011 Priorities

- Reduce Infrastructure Backlog and providing new basic services focusing on large sector economic management e.g. mining, manufacturing and farming.
- ♣ Promote clean cities focusing on waste management and job creation.
- ♣ Formalise Informal Settlements
- Work towards having a single election for national, provincial and local government

9.6 KEY STRUCTURES AND ROLES

A National Coordinating Unit will drive the implementation the Turn Around Strategy. Other structures to assist will be the Ministerial Advisory Committee, Civil Society Reference Group and an Intern-governmental Working Group.

A Provincial Coordinating Unit will assist with managing the development and implementation of the Strategy and will report on progress to COGTA and the Executive Committee.

The information provided in the template will form the baseline for the plans for the Pre 2011 phase. The plans are to be reflected in the Integrated Development Plan (IDP).

9.7 WEST RAND DISTRICT MUNICIPALITY (WRDM): STRATEGY

The West Rand District Municipality (WRDM) presented a three day workshop from 25 – 27 February 2010 at Misty Hills enabling the five municipalities viz Mogale City Local Municipality, Randfontein Local Municipality, Merafong Local City Municipality, Westonaria Local Municipality and the District Municipality to deliberate on the Unicity concept initially planned for 2016.

A combined election for all three spheres of government planned for 2014 implies that 2011 will have the last local government elections as we know it. Due to the new approach the establishment of a Uni-city planned for 2016 is to be expedited to 2014.

The Uni-city concept for the region was developed at a previous workshop held in 2008. The name Maropeng City was chosen to give the West Rand a competitive edge and to link it to the world renowned heritage site at Maropeng – the Cradle of Humankind. A vision and a mission were already formalised and was presented to the meeting for discussion. No major changes were made during the workshop held in February 2010.

The delegates discussed the way forward on how Maropeng City could realise, identified challenges, and presented action plans to overcome them, ways to work towards a shared services model and creating closer cooperation.

Municipalities presented baseline figures reflecting on backlogs experienced regarding water, electricity, sanitation, refuse removal, waste disposal, access to municipal roads, and formalisation of informal settlements.

9.8 WESTONARIA LOCAL MUNICIPALITY STRATEGY

On 8 March 2010, the Gauteng Department of Local Government and Housing (GDLG&H), visited Westonaria Local Municipality where the concept of the Local Government Turn Around Strategy (LGTAS) was motivated and the way forward was discussed.

The template focusing on the Pre-2011 Priorities was completed and linked to the draft budget. Other spheres of government and agencies to assist in achieving the targets set for December 2010 were identified. Workshops were held on 10 March 2010 and 11 March 2010 respectively. The meeting of 10 March 2010 had an internal focus with Councillors, Management and Organised Labour. SAMWU did not stay for the duration of the workshop but left due to unhappiness on how the matter was addressed at district level.

The workshop held on 11 March 2010 had an external approach where the Turn Around Strategy and the Draft Budget for 2010/11 were presented to the IDP Representative Forum and other interested parties providing participants the opportunity to give inputs.

9.9 COMMUNITY SURVEY

A community survey was conducted at the meeting held on 11 March 2010.

The aim of the survey was to determine the level of satisfaction with the services Council offer ranging from. good governance to provision of water and sanitation, roads and storm-water, electricity, refuse removal, customer services at Council and communication to name a few.

Respondents were provided an opportunity to add own comments or areas of concern or of commendation.

Outcome was as follows:

CATEGORY	PERCENTAGE
Good Governance	53
Provision of Water and Sanitation	35
Provision of Municipal Roads and Storm-water	34
Provision of Electricity	33
Refuse Removal	39
Parks and Sports fields	36
Library Services	43
Customer Services at Council	45
Communication	44

Based on the information gathered, one can reasonably assume that the lower ratings would correlate closer with respondents from the informal settlements than with those of the more developed / established portions of the greater Westonaria.

Good Governance

The responses provided are closely linked to issues mentioned during the public participation process namely

- The accessibility of Councillors is to be improved.
- The loud hailing notices of meetings are not effective and that alternatives be explored.

Provision of Water and Sanitation

Generally perceived, the provision of water and sanitation were rated to be poor to fair.

Provision of Municipal Roads and Storm-water

Generally perceived, the provision of municipal roads and storm-water were rated to be poor to fair.

Potholes seem to be a great problem, possibly / mostly in informal settlements.

Provision of Electricity

Generally perceived, the provision of electricity was rated to be poor to fair possibly mostly a problem in informal settlements.

Refuse Removal

Generally rated fair.

Parks and Sports fields

The maintenance of parks and sports fields elicited the greatest negative factor.

Library Services

Generally rated as fair to average. A number of respondents indicated that they find the assistance and special programmes to be good. Possibly similar events are to be also run from the satellite libraries.

Customer Services at Council

The rating received was fair to average. Problems experienced were rated as generally successfully addressed.

Communication

Matter was not really a sensitive matter, the frequency of meeting were rated fairly well.

Conclusion

It is to be noted that most of these issues are addressed in the Turn Around Strategy. That challenges Westonaria Local Municipality is facing are of an operational nature, often requiring resources such as vehicles, equipment and staff.

Upon completion of the template, emphasis was placed on the Pre-2011 Priorities some of the projects and programmes to extend into Post-2011 phase reaching 2014.

The populated template for Westonaria Local Municipality follows to reflect the Current Situation, municipal action required, indicators and assistance needed.

<u>WESTONARIA LOCAL MUNICIPALITY</u>

9.10 Municipal Turn-Around Template: Pre-2011 priority areas: select your key levers for change

				Municipal Action		Unblocking Action		Budget	
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)		Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
1.	Basic Service Delivery								
1.1	Access to water (Backlog)	0.3% 90 houses	0.3% Unchanged	Focus on the reduction of Non-Revenue Water.	 Established Loss Control Unit as part of WC/WDM Reduced unaccounted for water from 28% to 20% 	 Technical : DBSA/ SAICE Funding: DWA; DBSA and Rand Water 	19	R 7.3m	R10.1m
1.2	Access to sanitation (Backlog)	0.3%	0.3% Unchanged	Improve the efficiency of the current system.	 Reduce blockages from 10 to at least 5 daily. 	 Funding: DWA; DBSA and GDLG&H 	14	R14.3m	R16m
1.3	Access to electricity (Backlog)	55.3%	55.3% Unchanged	Focus on the reduction of Non-Revenue electricity.	Implement DSM that'll be incorporated in the envisaged Loss Control Unit within the Water section	Technical : DBSA/ SAIEE and EDI	5	R 9.9m	R12m
					Reduce unaccounted for Electricity from 9.5% to 8%	Funding: DOE; DBSA and ESKOM			
1.4	Refuse removal and solid waste disposal (ID & P)	Weigh Bridge non-functional Compliance contractor on site	Functional Weigh Bridge	Commission the Weigh Bridge	A fully functional Weigh Bridge	MIG	6	R 7m	R 14m

						Unblocking Action		Bud	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	rent Situation/ Baseline) (Changed Situation)	Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
	(CommS)	Inconsistent household and business waste collection programme	 Provision of standard refuse removal service 	 Weekly refuse removal to 23 111 households 	 Improved waste collection programmes to the satisfaction of residents 		1x Superint endent 3x Gnl workers	R349 000 R171 000	R369 940 R181 260
			 Attendance to complaints 	 Reduction on number of complaints received on a daily basis 	 Reduced complaints from average 10 to 5 complaints per day 				
		There are still areas not receiving refuse removal service (rural & farming areas)	 Nil feasibility given capacity programmes 	 Introduce refuse removal service to rural and farming areas by 2014 	 Reduction in complaints re waste collection Coverage to all unserviced areas by 2014 	West Rand District Municipality		R4,2m	R4,2m
		Obsolete and aging fleet	 Replacement of obsolete waste collection fleet 	 Purchase of at least three (3) waste removal vehicles 	 75% Adequate and well functioning vehicles 	Buyisa-e-BagMIG		R0,2m R0,0	R2,8m R3,1m
				 Develop and implement vehicle maintenance plan 					
		Existence of non- compliant transfer stations throughout	 Eradication of all non-compliant transfer stations in 	 Establish a minimum of two compliant 	 Compliant transfer stations in place for two residential 				

						Unblocking Action		Bud	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
		Bekkersdal township (creating environmental and health hazards)	Bekkersdal	transfer stations in Bekkersdal and Simunye townships by 2014	areas				
		Illegal dumping on open spaces due to poor waste management practices	 Maintain open spaces on regular basis 	 Monthly cleaning campaigns across the town involving all stakeholders 	 Clean and healthy environment throughout the town 			R20 000	R100 000
		Lack of sufficient and proper storage facilities for businesses and households	 Introduce one standard storage facility for all households 	Provision of 240l bins to all residents of Westonaria in phases (2010/11 – 2013/14)	 All residents provided with 240 liter bins 			R0,5m	R12m
		Outdated waste management by- laws	 Updated and approved waste management by-laws 	 Review and update existing waste management by-laws 	 Relevant bylaws in place 				
		Insufficient budget to implement waste management projects	 Approved budget for projects and purchasing of equipment 	 Providing sufficient budget for Waste 	 All budget items and programmes implemented 				

						Unblocking Action		Bud	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
				programme					
	Waste Disposal	No billing for disposal	Billing for waste disposal	Tariffs implementati on	Functional waste tariff				
		Non compliance landfill maintenance as per minimum requirements – 40% compliance	 Disposal of waste according to minimum requirements – 75% compliance 	 Daily covering of waste Permit application and authorization 	 100 % Compliance to minimum requirements by 2014 Disposal of only permitted waste 				
		Uncontrolled waste reclaimers	Control waste reclaimers	 Security, inspection and access control; Reporting on waste information system Access control Formation of reclaimers committee 	Capture waste information				

						Unblocking Action		Bud	dget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
		At this stage no landfill is close to closure requiring rehabilitation	Unchanged			Province is responsible for the funding of rehabilitation of landfill site upon closure and not WLM. Matter to be confirmed			
1.5	Access to municipal roads	110 Km	110 Km	Rehabilitation, upgrades and normal maintenance.	Reduced damage claims from 5 to at least 2 per annum.	Funding: MIG; Gautrans and WRDM	24	R 10.5m	R 14m
1.6	Formalisation of informal settlements	16 500 to be formalized	No change - Provincial mandate	Lobby DLG&H	Progress resettlement of informal settlement	Budget allocation and project implementation by Province	4xOffici als (Curren t) Provinc ial Staff (Future		
1.7	Access to Housing	16 500 plus low and middle income groups	No change - Provincial mandate	Lobby DLG&H	Low and middle income groups access to bond facilities	Province and National Government	N/A		
1.8	Indigent Register Updated	Link to Finance Strat (Item 4)						_	

						Unblocking Action		Buc	dget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	(Current Situation/ 2010	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
2.	Public Participation								
2.1	Functionality of Ward Committees	15 Wards established;	1 Meeting p.m. per Ward.	Monthly Report to Council:	Functionality of Ward Committees.	Budget by DLG&H	2xOffici als	R60 000 (WLM) projects	
		1 Ward Committee Meeting p.m.;	 Improved two way communication 	Minutes of Ward Committees;		Follow up training by DLG&H			
		31 7		 Monthly planned and fixed programmes. 		Budget by WLM;			
2.2	Broader public participation policies and plans	Policy on establishment, elections and responsibilities	Review to align with revised legislation.	Submit report to Council for adoption & implementation	Plans in place;Community Strategy;Less complaints;	Budget	2xOffici als		
2.3	Public Communicatio n systems	Ward Cllrs, Ward Committees, Quarterly Public Mtgs, Loud hailing, leaflets, letters.	Ensure better communication by disseminating information in advance.	 Broader municipal plans on communication and public participation; Quarterly 	Efficient and reliable communication system.	Budget	2xOffici als 1xCom m Officer		

						Unblocking Action		Bud	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
				Newsletter after Council meeting; • Website;					
2.4	Complaints management systems	Ward Cllrs / Office of the Speaker	Proof of action and response.	Implementation of a complaints system.	Outcome of complaints system/measureme nt	Budget Complaint Desk/system			
2.5	Feedback to communities	Ward Comm Mtgs, Ex Mayor's Imbizo, Public Participation Processes	Monthly Ward Comm; Quarterly Pub mtgs	Office of the Speaker to ensure information is disseminated;	Quarterly Public Meetings	None	2xOffici als		
			T	T	T	T	1	1	
3. 3.1	Governance Political								
3.1	Management								
	and								
	Oversight								
3.1.1	Stability of Councils								
3.1.2	Delegation of	Maycom	Review current;	Cascade to	Report on	None	1xOfficia		
	functions	0	Cub delegations	HOD's	delegations;				
	between political and	Council	 Sub delegations 		Adoption				
	administration	MM			/ doption				
3.2	Administrati	-							

						Unblocking Action		Bud	get
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
	on								
3.2.1	 Recruitmen t and selection policies and procedures developed; 	Policies and procedures in place;	Annual revision to align with revised legislation (SALGA & SALGBC);	Adoption of amendments: LLF and Council	Legislatively compliant and successful implementation	None	3xOfficial s		
	 Policy on suspension of employees developed 	Collectively agreement on disciplinary procedures							
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	MM 2xHOD's	MM (remain vacant until end of term of office);	Political guidance	MM	Budget	3xOfficial s		
	Liigiiicoi)	1xManager (P&C)	2xHOD's 1xManager (P&C) 1xManager (IDP)		1 Manager appointed (2010)				
3.2.3	Vacancies other S57	126 Vacancies	126 plus new vacancies linked with TAS	Filling critical vacancies	10% vacancies filled based on critical positions.	Budget	HOD's HR		
3.2.4	Top 4 appointed with signed Performance Agreements	 3 signed Performance Agreements 	Signed Performance Agreements for all Section 57s	Reviatalisation of Perfor- formance Management System -	Quarterly evaluation in line with IDP, Budget, TAS targets and adoption by Council	Budget – Performance bonuses	MM HOD's HR		

						Unblocking Action		Bud	get
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	ent Situation/ 2010 Paseline) (Changed Situation)	Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
				aligned with IDP, Budget, TAS					
		 2008/09 Performance Assessment Process not yet concluded 	Performance Report included in Annual Report 2008/09						
3.2.5	All S57 with signed Performance Contract	None (2009/2010)	5 signed Performance Agreements (2009/2010)	Including new appointees (Top 4)	Quarterly evaluations	Budget – Performance bonuses	MM HOD's HR		
3.2.6	Organisa- tional Performance Management System developed	2009/10 Score card of Council reflected in IDP.	Section 57 Employees - 2009/10 Score cards updated and aligned with IDP, Budget and TAS	Approval of amendments by Council	2009/10 Amended Scorecard of Council approved and cascaded to Section 57 Employees.		MM HOD's HR		
			Developed Organisational Scorecard for 2010/2011	Organisational Scorecard for 2010/2011 approved by Council and cascaded to Section 57	All Section 57 employees of Council performing according to the 2010/11 organisational scorecard		MM HOD's HR		
3.2.7	Skills	Approved WSP	WSP 2010/11	Employees Submission to	Submission to and	LGSeta Funding;	MM		

						Unblocking Action		Buc	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
	development plan for employees	2009/10	submitted	LLF and Council.	approval by LGSeta.	Budget	HR		
3.3	Labour Relations								
3.3.1	 LLF meetings convened as planned 	Not functional	Quarterly meetings	Reconstitute LLF and Subcommittees	Implementation of resolutions taken on LLF and Subcommittees.	SALGBC & SALGA is responsible for monitoring and evaluation.	LLF MM HR		
	Organisatio nal rights procedure developed	Organizational Rights Agreement (ORA) is in place and is binding in terms of section 23 of the Labour Relations Act, on all members of IMATU, SAMWU & SALGA as parties to the SALGBC	ORA to guide LLF reconstitution and proceedings. Review Essential Services Agreement to comply with the ORA stipulations	Essential Services Agreement submitted to LLF and Council for adoption.	 Essential Services Agreement approved and signed by organized labour. Sound Industrial Relations, reduced number of disputes and orderly collective bargaining in the SALGBC 				
4.	Financial								
	Management								
4.1	Revenue	Payment rate	Launched campaign	Implement	Improved payment	None	Reven		

						Unblocking Action		Bud	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
	enhancement programme developed	73%	by April 2010	action plan Consider the options of other service providers e.g. Consolidation Action Plans	levels.		ue Section		
		No pre-paid water system	Installation of 1000 pre-paid water meters by 2010 and 7500 pre-paid meters by 2014	Installation of pre-paid system In Westonaria, Bekkersdal and Simunye Strict credit control	1000 meters installed by December 2010 in Westonaria, Bekkersdal and Simunye and 7500 meters installed by 2014	MIG funding approval for the installation of the meters			
		Enduring culture of both non-payment and entitlement for free services	Campaign by April 2010	 Manage land and maintain indigent register Update Indigent register 	Updated Indigent Register				
		Wilful damage of infrastructure (Meters and	Replace all faulty meters Identify and repair	Replace faulty meters;	Reduced numbers. Updated Indigent Register	Budget			

	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action		Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support) Allocat		Budget	
No.					Indicators		Allocated	Projected	
		illegal connections and tampering with meters)	water leaks Number unknown;						
		Annual review Indigent policy		Review Indigent policy annually	Updated Indigent Register.				
		Annual VAT review	Conducted a VAT Audit	Finalize the outcome of the VAT review with SARS	Comply with Vat legislation and accountability of resources				
4.2	Debt management programme developed	Payment rate - 73% Outstanding debtors more than R90 m	Improve collection rate from 73% to 80 % (2010) to 100% plus (2012)	Launch of a Community awareness programme to grow the appreciation and understanding of the financial issues as a result of non payment. Implementation of credit control policy.	Community awareness and buy in. Reduce outstanding Debt	None			

	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Budget	
No.								Allocated	Projected
4.3	Cash flow management model developed	Draft cash flow management model in place but needs refinement	Finalized cash flow management model and implement by May 2010	Strict expenditure management Increase budget provision for non payment to ensure cash back operating budget is maintained at all time (worse case scenario) Implement budget reforms and formats Monthly reports to Council, Prov Treasury and National Treasury	Effective cash flow management model	None			
4.5	Funding Plan shows capital expenditure	Medium term Infrastructure plan reflects source of funding. No access to	Budget for FY 2010/11 includes funding plan	Formulate funding plan and funding strategies	Realistic medium term funding plan	None			

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Budget	
								Allocated	Projected
		external funding (external borrowings)							
4.6	Clean Audit plan developed	Unqualified Audit report for the past 2 financial years	Maintain unqualified audit report	 Review and maintain systems and controls Address issues raised in the AG management letter Fully comply with GRAP 17 	Clean audit	None			
4.7	Submission of Annual Financial Statements	Annual financial statements for 2008/09 was submitted before end August	Submission of 2009/10 Financial statements to the AG on 31 August 2010	Implement financial year end programme.	Always comply with MFMA	None			
4.8	% MIG expenditure by end of financial year	2008/09 100 % of MIG grants was spend or committed.	100 % of MIG grants be spend before year end 30 June 2010	Implement SDBIPs and Budget	Comply with SDBIP's and Budget and Grant conditions			R38 m	R38 m

						Unblocking Action		Bud	dget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
4.9	Asset management register developed.	Asset register not GRAP 17 compliant	Develop an Infrastructure Management Asset Register.	Appoint Service provider to compile asset register	Comply with legislation (GRAP 17 compliant)	Project funded by DBSA and DLG. Grant agreements already signed		R7,2 m	R7,2 m
4.10	Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established.	Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudi- cation Committee established.	A transparent supply chain management system has been implemented and is fully functional.	Update and revise SCM policy as per MFMA sec 17	Ensure continuous development of said status.	National Treasury	7 (2010)	1,599,108	1,119,37 5
		1xVacancy	1xVacancy Capacitated Bid Specification and Bid Evaluation Committees	Fill vacant position. Training of Bid Specification and Bid Evaluation Committee Members	Full Staff complement Efficient and Effective Bid Specification and Bid Evaluation Committee	National Treasury	1 (2012)		
			A more streamlined approach to purchases	Develop the financial system further to assist with	Streamlined procurement process	WRDM			

						Unblocking Action		Bud	lget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
			More realistic submitted tenders	supply chain functions eg. Electronic requisitions etc. Training of SMMEs in the completion of tender documents	Fewer tenders to be rejected due to non compliance	National Treasury			
5.	Local Economic Development								
5.1	Municipal contribution to LED	Established the following Forums: Mining Forum Greater Westonaria; Contractors Forum; Greater Westonaria Agricultural Forum; Greater Westonaria Tourism	Revitalise all Forums listed.	Filling of two vacant positions i.e. LED Coordinator & Projects Officer.	Vacancies filled; Forums revitalized;	 Assistance with capacity i.e. financial and human resources; MIG Funds be allocated to proposed projects. 	1xOffici al		

						Unblocking Action		Buc	dget
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
		Association.							
		Outstanding Forums still to be launched: Manufacturing; Catering; SMME's/ Informal Traders;	Establishment of outstanding Forums.	Establishment of Forums and closer link with other Departments of Council	Established Forums				
		Established Partnership with Rand Uranium.	Technical & Agricultural Training College subject to approval by the Rand Uranium Board of Directors on funding;	Constant liaison with Rand Uranium.	Approved business plan				
		Planning phase iro implementation of Plato Gauteng Mentorship Programme for SMMEs mentorship.	Completion of first 15 SMMEs Plato Gauteng Mentorship Programme and registering the next group for 2011.		15 SMMEs mentored.				
5.2	LED Plan	■ All projects in	Secured funding	Proposals	 Feedback and 	Sponsorships	1xOffici		

			Target for December 2010 (Changed Situation)	Municipal Action		Unblocking Action	HR assigne d	Budget	
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)			Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)		Allocated	Projected
	aligned to the PGDS; adopted by Council.	the IDPs and the LED Strategy are still in the planning stage and the major constraint is insufficient funding. Revision of the LED Strategy;	needed for at least 50% of the implementation of the proposed projects in the IDP: Hydroponic, Poultry; Development of Agricultural strategy; Review of the LED Strategy; SMMEs/ Cooperatives Business Skills Training	submitted to various potential funders e.g. Mines and other Government Departments i.e. DED. Submission to and approval by Council Establish a database for all Contractors/SMMEs and registration on GEP Database;	follow up on proposals and implementation of projects. Implementation: Project succession. Approved programme by Council.	Assistance with the revision of the LED Strategy and funding allocation for projects by DED, GEP, GEDA & mines.	al		
6.	Public Safety					•	•		
6	Development of a Local Law Enforcement Strategy for Westonaria								

						Unblocking Action		Budget	
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Needed from other Spheres and Agencies (e.g. intervention or technical support)	HR assigne d	Allocated	Projected
	Local Municipality								
6.1	Develop a Road Safety Strategy Aligned To Provincial Road Safety Strategy	No such strategy currently exists	To have a strategy operational by December 2010	Municipality to provide the required resources to facilitate the process	Strategy Approved by Council And Operational by December 2010	Council Approval Directorate Finance HR Management	6x Traffic Officer s		R 842 904
6.2	Establish a multifunctional team to operate as traffic wardens, do point duty and by-law enforcement	No such team exists currently	The team established by December 2010	Municipality to provide the required resources to facilitate the process	To have the team properly established and operating by December 2010	Council Approval Directorate Finance H R Management	4x Peace Officer s		R 211 968

Additional inputs for our Municipal Turn Around Strategy:

The following are, but a few suggested measures to be employed to enhance revenue and curb wasteful expenditure:

A: Electricity [Demand Side Management]

- That all incandescent lamps in municipal buildings are replaced with CFL's and high wattage flood light fittings be replaced with energy saving fittings and lamps. This will be a gradual process as and when funds are made available.
- 2. That all staff members be informed to use air-conditioning and heating appliances efficiently and minimally at all times and to switch those appliances off when not in office and after hours.
- 3. To **switch off all geysers** in the municipal buildings on a permanent basis.
- 4. Further measures to **reduce energy losses and energy theft**.(Split metering w r t Pre-paid)
- 5. To **retrofit current street** (100 125 Watt) and **high mast lights** (400 Watt) with lower wattage and more energy efficient fittings & lamps. This will be a gradual process as funds and other resources are made available.
- 6. The **installation of a ripple control system** to switch off all geysers during high peak demand times (06:00 to 08:00 and 18:00 to 21:00) and as and when required and that this process be communicated to the consumers.
- 7. That Council **communicates the advantages** of installing CFL's, solar water heaters and geyser blanket to all consumers.
- 8. That the **installation of solar water heaters** be made compulsory for all new effluent houses and housing developments.
- 9. That the Ward Councillors **communicate the energy conservation plan** to their respective constituencies.(Electro wise)

B: Water [Water Conservation and Demand Management]

- **1.** Establish a Loss Control Unit to focus specifically on water losses due to leakages (meters, taps and valves); burst pipe, etc.
- **2.** Populate Pre-paid meters, commencing at the more receptive wards.
- **3.** Install meters at all informal settlements to ensure accountability.
- **4.** Install PRVs and divide the area into manageable pressure zones.
- **5.** Engage Rand Water Board to partake in the leak repairs campaign.
- **6.** Engage DWA to partake in the Water Conservation campaigns. (Water wise)

C: Fleet Management

- 1. Enforce a Logbook and Checklist measure for all Municipal fleet and Plant.
- 2. Roll-out a Petrol CARD system.
- **3.** Install the Matrix system in all vehicles (including the maintenance management).
- **4.** Identify absolute stock and dispose off, through public auction. Use the proceeds, thereof to reduce the fleet backlog.
- **5.** Engage WRDM for possible assistance (lease or secondment of fleet).

D: Billing Chain

Who are our Clients and what services are they getting?

- 1. Balance: Ensure that the valuation roll balances with the billing system (zonings, upgrades, etc)
- 2. Account: Open an account for each ERF.
- 3. Service code: For each service, there must be a code (Rates, Water, Electricity, Refuse, Sewerage, etc)
- 4. Account data: The name and contact details of the Account holder must be updated periodically to avoid return mails.
- 5. Meter data: The readings should be up-to-date. Meter readings should happen as and when required.
- 6. Exceptional reports: Faulty and inaccessible meters should be reported immediately.
- 7. Billing: Calculations and preparations of bills should take place timeously.
- 8. Distribution: Distribution to take place using the Client's preferred method.
- 9. Language: The look and feel of the bill should be welcoming and user-friendly(Use signs where necessary)

10. Customer Care:

- Accessible: Situated closer to the people.
- Open at the right time.
- Manned by well trained personnel.
- Well-equipped with relevant systems.
- Branding for clear visibility to the client.
- 11. Coordination: Disconnections and reconnections should be well coordinated with the relevant departments.
- 12. Meter readers: Locally trained and be used to distribute the bills within their constituencies where possible.

10. SPATIAL DEVELOPMENT FRAMEWORK

10.1 WEST RAND MACRO SPATIAL PERSPECTIVE

PHYSICAL ANALYSIS

It is widely regarded that "the South African settlement structure is one of the most inefficient and distorted in the world. It is characterized by low-density urban and rural sprawl, fragmentation, separation of land uses and income groups and structural imbalances." This clearly depicts and defines the urban isolation of areas such as Westonaria, Randfontein, and Merafong. However within the West Rand District Municipality the mining related activities also had a similar impact on the urban form, drawing people away from the urban core settlements into areas where mining activity was found, thereby placing people close to work (mining) opportunities. This tendency had more long-term negative effects than positive. As the mining sector declined the dichotomy of "doing the correct thing" (placing people close to work opportunities) resulted in an urban form characterized by decentralized nodes, with no/limited character, that are poorly integrated and offered limited access to economic opportunities.

THE URBAN STRUCTURING ELEMENTS OF THE WEST RAND DISTRICT

In reviewing the physical aspects and existing spatial framework documentation pertaining to the West Rand District Municipality, the following factors influencing spatial realities can be summarized. These factors area:

Historical factors;

Residential patterns and trends (housing);
Socio-economic profile of the population;
Economy of the West Rand District Municipality;
Transportation infrastructure;
Land Availability;
Issues beyond District Borders;
Environmental factors; and
Geotechnical aspects.

THE URBAN COMPOSITION OF THE WESTONARIA LOCAL MUNICIPALITY

In order to have a better understanding of urban and rural development in Westonaria Local Municipality, it is important to first obtain a background to the urban composition of the developments in a regional context, i.e. the West Rand District Municipality (WRDM).

The urban composition of the WRDM is characterized by the following components:

Mining Land

This part constitutes the most influential form giving elements. It is located in a band stretching east-west, south of Carletonville & Westonaria and then a north-south belt stretching from south of Westonaria to the south of Mogale large tracts of this land is unsuitable for human habitation.

Residential Land

This land use is found predominantly in the Randfontein – Mogale – Kagiso triangle area. Isolated townships such as Venterspost, Bekkersdal (as part of Westonaria) are situated south thereof. It can therefore be concluded that the residential population is concentrated around Mogale-Roodepoort-Kagiso. Other smaller settlements are inter-dispersed throughout the east-west mining belt, which is poorly serviced in terms of access to economic and social opportunities.

Commercial and Industrial activity

This is predominantly found in and around the residential cores, the largest areas in Mogale, Kagiso (Chamdor) and Randfontein.

Small holdings

These are situated to the north of Mogale (Muldersdrift), west of Mogale & Randfontein as well as south of Westonaria. This provides the opportunity to create a natural edge of urban development and an interface with the natural environment.

Agricultural Land

This is situated throughout the West Rand District Municipality and Westonaria has been identified as the area with the most agricultural potential.

Potential Tourism Areas

These areas are situated predominantly to the north and north-west of Mogale which includes the Cradle of Humankind and Magaliesburg-Hekpoort areas.

Open Space

Open space does exist in the West Rand District Municipality, however is poorly defined, poorly accessed, isolated & therefore unsustainable.

CRITICAL DEVELOPMENT ISSUES

Critical issues facing the future development of the West Rand District Municipality can be depicted as follows:

- Increased Urbanization:
- Lack of mixed income development;
- Lack of character of each town;
- Urban fragmentation
- Urban Sprawl

The higher demand for particularly housing contributes to higher demand for land, which in turn contributes to urban sprawl. This also contradicts national and provincial policies of densification and compact cities.

Declining inner cities and towns;
 Subdivision of small holdings;
 Isolated development;
 Decentralized towns and the declining mining activities impact on it;

Environmental Degradation

Due to the pressures of insensitive housing development and mining activities etc. the environment (urban, rural and natural) is declining. Ineffective transportation modes and linkages;

Spatial separation of where people work and live;

Poor economic and social linkages.

POLICY ANALYSIS

In order to depict the basic principles guiding spatial development, the following policies are analyzed:

Gauteng Spatial Development Framework

The Spatial Development Framework identified five critical factors to direct the way forward for the province, these are:

- Resourced Based Economic Development;
- Contained urban growth;
- Re-direction of urban growth;
- Rural development beyond the urban edge; and
- Mobility and Accessibility.

For particular reference of this "Spatial Planning" Section spatial directing factors are elaborated:

Contained urban growth that entails the identification of an urban edge would:

- ♣ Discourage urban sprawl and contain growth with the city limits;
- Compact the city through infill and densification;
- Improve the utilization of existing infrastructure, services and facilities;
- Preserve the rural environment and landscape;
- Protect the rural assets and resources;
- Protect agricultural land, especially high potential agricultural land;
- Preserve the environments that promote tourism, recreation and nature conservation:
- Assist urban regeneration by adopting an inward approach.
- Protect cultural and tourism assets;
- ♣ Give structure and form to the city (urban growth); and
- Manage the re-shaping of the city towards a more sustainable outcome."
- Re-direction of urban growth;
- This entails the integration of residential areas with areas of employment.
- "The aim is, hence, to densify the existing urban areas, stabilize and limit growth in the economically non-viable areas, and achieve growth on vacant land within the economic growth sphere, as contained by the urban edge, in order to develop a functional and sustainable urban system."

Rural Development beyond the urban edge.

This is to achieve a balance between the urban and rural environment from being taken up through urban sprawl.

The GSDF 2000 identified an urban edge.

The areas within the urban edge were categorized into three relevant categories:

Areas of consolidation

These areas are in need of upgrading and improvement, where future outward growth is determined, "it being contra to notion of contained urban expansion, and an inward upliftment focus is adopted." Thereby improving and providing infrastructure, increase access and mobility, access to amenities, addressing social needs and upliftment.

Possible future growth areas

These pockets of land were identified on the need to avoid undefined growth and sprawl, to bring people closer to the economic core where job opportunities will be created in the future.

Long term densification areas

With regards to development beyond the urban edge, which consists of a large component of the West Rand District Municipality, the following can be extracted:

- "Intensive Rural" areas are identified which includes uses such as agriculture, conservation, recreation, nature reserves, tourism, hikes, trails, crafts, etc.
- "Extensive Rural". The Largest West & Southern Region of West Rand District Municipality is classified as "Extensive Rural". The primary use is food production, cattle and dairy farming.

IMBALANCES

In analyzing the policies the following imbalances could be identified:

- No uniform Land Use Management System exists for the entire West Rand District Municipality;
- No uniform valuation roll exists;
- Terminology in the various IDPs & SDF's differ;
- The visions and missions of each local municipality do not accommodate the development of the District as a whole, seemingly the visions of the various local municipalities are in competition with each other;
- National & provincial guidelines are not adhered to in the local municipalities guidelines, i.e. Westonaria SDF & Gauteng SDF;
- The Spatial Planning initiatives of each town is in competition with each other, i.e. each local municipality endeavours to develop its municipal area into the economic core of the West Rand;
- Lack of role definition, nodal classification and character description of town hierarchy levels;
- ♣ Disparity between what the GSDF proposes and what the real need in each local municipality.

It is to be noted that efforts were made during the past year to align development and projects on the West Rand and neighbouring Councils.

10.2 SPATIAL DEVELOPMENT FRAMEWORK: WESTONARIA LOCAL MUNICIPALITY

The proposed spatial development framework for the Westonaria Local Municipality is graphically portrayed on the enclosed Map at the back of the document. This spatial development framework is based on the results of the situation analysis, the vision for development in the area and the conceptual framework outlined above, as well as aligning the SDF with the SDF's of adjoining local authorities. This explains the amendments to the SDF in order to align the proposed land use activities with the activities proposed in the SDF's of the adjoining local authorities. The components of this spatial development framework are described below.

Existing Land Use Structures

The regional land use pattern within the Westonaria Local Municipality is indicated on the enclosed Map. This information clearly indicates a dispersion of residential development in the area.

These developments include the following:

Westonaria Township; Bekkersdal Township; Hillshaven Township; Glenharvie Township; Venterspost Township; and Simunye Township;

Mining towns such as Libanon and Waterpan.

The main characteristics of the existing land use patterns are:

- Important concentrations of offices, retail, urban facilities and medium density residential development occur in the Westonaria Township.
- Various mining and related residential developments are scattered across the municipal area.
- The most prominent east-west linkage is provided in the Westonaria Local Council area by the N11 Currently no major developments occur along this route (except for a few public garages and businesses). This is about to change as applications have been lodged for township establishment purposes in order to develop an industrial/commercial development bordering the municipal area of the City of Johannesburg on the east and the Randfontein municipal area to the north. This route is the main entrance point to Johannesburg from the North West Province and the West Rand and as such forms part of the N12 Treasure Route.
- The prominent north-south linkage is the R28 giving access to Krugersdorp / Randfontein to the north and to the Emfuleni region to the South.

Activity Nodes

The only node of significant regional importance is the Central Business District of Westonaria. Retail development, offices, taxi ranks, governmental buildings and municipal offices are located here.

Residential Densities

The Westonaria Local Municipality generally has fairly low residential densities when analysed at a suburb level, except in and around the CBD. The reason is due to the dolomitic conditions prevailing in the area and as result thereof the density of existing and proposed densifications are lower than what the market demands. The permissible density for developments in Westonaria is 25 dwelling units per hectare, except in areas where a geotechnical investigation was carried out and in terms of the geotechnical report the Council for Geoscience approved a density higher than 25 dwelling units per hectare. Significant components of medium to high residential developments occur within the mining residential areas.

Transport

The public transport routes within the Westonaria Local Municipality are mainly concentrated along the N12 and the R28. The railway line also provides transport opportunities to the Greater Johannesburg Area.

Fast moving parallel access ways / Mobility Spines

One of the critical aspects within a balanced overall spatial framework is to create a balance between the provision of mobility and local access which is being required. Roads with high positions in the road hierarchy, for example freeways, do not provide a high level of local access. Within an overall development framework, various types of roads should function as an integrated system to provide the necessary levels of mobility as well as local accessibility.

Within the Westonaria Local Municipality context there is one important route which function as a mobility spine / fast moving access way. This route is the N12 route bisecting the study area in an east west direction. The primary purpose of the fast moving access way is to provide mobility for high volumes of traffic with limited direct access onto these routes. Typical land uses located along these routes are land uses which benefit from high levels of accessibility and visibility.

It is due to the reasons mentioned above that an application was lodged for an industrial/commercial township north of the N12 and which township is an extension of similar developments to the east thereof in the City of Johannesburg's municipal area. These kind of developments require easy access onto fast moving access ways and is part of the reason why the developments in the City of Johannesburg area have been successful and why the natural extension of the industrial and commercial developments are now earmarked to take place along the N12 Freeway.

Proposed Activity Corridors

The concept of an activity corridor is important in applying the principles of development corridors. Local access needs to be provided to development areas along the activity spine. Activity corridors are closely linked to the fast moving access way (mobility spines) and provide areas in which densification and development should be focused. These activity spines are characterized by conflicting traffic movements, and signalised intersections.

The activity corridors contain various modes of transportation and will give direct access to a range of high intensity land uses, including retail, cultural, residential, employment and recreational facilities. The proposed activity corridor within the study area is as follows (see Map at the end of the document).

- 1. The R28 linking Westonaria with Randfontein and Krugersdorp in the north and Emfuleni in the South.
- 2. The R559 road from this intersection with the N12 to the intersection with the R28.

A number of Public Passenger Transport Corridors for the West Rand has been identified and are reflected in the Integrated Transport Plan for the West Rand. The most prominent corridors for Westonaria are:

Corridor C: Westonaria (R28) – Randfontein – Mogale City Corridor B: Between Mohlakeng and Protea Glen / Lenasia at Mohlakeng Corridor D: Krugersdorp (CBD) to Westgate via Robert Broom Street at Krugersdorp Pretoria Street.

Corridor C serves as a strong north –south public transport corridor linking the core of the West Rand District Municipal area. The Corridor is integrated with other corridors.

The Corridor is to support the major nodes of Westonaria, Randfontein and Krugersdorp as well as secondary nodes of Simunye, Bekkersdal, Mohlakeng and Toekkomsrus.

With regard to Corridor C the travel demand along the corridor was determined from current public demand as well as latent demand - attractive enough to motivate people to become users.

Conservation Area / Open Space

The proposed conservation area is mostly located in the southern parts where most of the area is hilly and no intensive farming is taking place. Various sites of architectural and cultural importance are found in the south western area of the conservation area.

Conceptual framework

One of the underlying principles of the concept of development corridor is to preserve the areas located between the lattice framework (formed by nodes, activity corridors and activity streets) for residential and other community uses not targeted for inclusion in the activity spines and streets. These areas fall within the lattice framework, have been divided into four types of areas, i.e. Zones of Stability, Zone of Potential, Zone of Opportunity and Zones of Intervention.

The **zones of stability** are mostly stable residential areas with a wide range of facilities being provided and well developed social and other infrastructure. These areas include the existing urban areas of Westonaria, Hillshaven, Glenharvie and Venterspost.

The **zones of potential** are areas where development has already been initiated. However, vacant land is still available within these areas which can play an important role as far as infill and densification within the urban fabric is concerned. This includes the Simunye area.

The **zones of opportunity** are areas consisting of large tracts of vacant land, mostly with single ownership and which are potentially available for strategically important development in the study area. This land is mostly located in the south eastern areas of Westonaria and is potentially developable from a geotechnical point of view.

The **zone of intervention** are existing high density residential areas with inadequate or declining levels of infrastructure and other services and which experience aspects of urban degradation. This includes the Bekkersdal area.

Existing activity node

The only existing **activity node** or regional importance is the central business district area and the industrial area of Westonaria town. This is the only area with a significant concentration of business, retail and other associated activities.

Potential future activity nodes

Only one potential **future activity node** has been identified within the proposed spatial development framework. This is:

The intersection of the R28 and the N12 route (N12 Treasure Route) The land in the West Rand Agricultural Holdings (WRAH) and adjoining the N12 freeway and adjoining properties, as well as the land east of the WRAH and west of the City of Johannesburg municipal area.

The strategic location of this intersection along the N12 makes this a potentially viable future activity node where concentration of business, light industry, commercial and other types of related uses can be established. This node is seen to have development potential in the medium term and should form part of the planning for the establishment of Westonaria South, which is part of the relocation of the informal settlement of Bekkersdal to the area south of the existing township of Westonaria.

10.3 FUTURE DEVELOPMENTS

The vision of the global city region and the unicity is one of the reasons why Westonaria Local Municipality supports the future growth in the municipal area of Westonaria to take place in the far-east corner of Westonaria Local Municipality. The development of this area would ensure that the developments (both industrial and residential) in the Soweto, Protea Glen area would form a vision with development in Westonaria. In this respect the development of Westonaria Local Municipality to the east would link in with the market demand in the area for residential and industrial land. The proposed townships are:

Syferfontein

A potential development of the farm Syferfontein is also being investigated by the Gauteng Department of Housing (GDOH) and a preliminary geotechnical investigation was carried out. This investigation confirmed that approximately 48 000 dwelling units could be developed in this area. Further investigations in terms of transfer of land and bulk engineering services are being carried out. The establishment of such a township is in principle supported by the Westonaria Local Municipality and the amendment to the urban edge includes this proposal. This proposed township would be able to satisfy in the current demands (back log) of Westonaria (18 000) and also provide housing for beneficiaries from other municipalities.

Protea West Industrial Park

The Protea Glen Industrial Park West: A mixed use township consisting of industrial commercial, motor related uses, shops and sports facilities has been lodged with Westonaria Local Municipality. The township is an extension of similar townships on the western side of the common boundary between Johannesburg Metropolitan Municipality and Westonaria Local Municipality. The township will consist of approximately 400 ha and will provide much needed job opportunities to current and future residents of the area

A further reason for the establishment of townships in this area is that a sewer pipe line that will provide in the need of the newly established residential townships in Protea Glen and Doornkop will traverse the West Rand Agricultural Holdings (WRAH). The design thereof is done as such that the planned volumes of this network will allow future townships to be established in WRAH to link into this network. A cross-boundary agreement will have to be signed between Westonaria Local Municipality and the City of Johannesburg for the provisioning of cross-boundary service delivery to the townships in this area.

In line with the abovementioned criteria the WRAH is also earmarked for a future high density residential development on the small holdings. The current planning is that the existing roads will be retained and the layout of the residential development would fit in within this road layout.

The one issue that is hampering the development is the acquisition of land as it belongs to the City of Johannesburg and efforts to obtain an agreement to proceed with the township establishment has not yielded the expectant results.

Rural Residential / Agricultural

The Agricultural holdings of Ten Acres, Waterpan and West Rand Gardens be retained for **rural residential purposes**. Small scale intensive farming activities could also be allowed here depending on the availability of ground water resources for this purpose. Activities other than rural residential and agricultural related should not be allowed to take place within these areas.

The area of the West Rand Agricultural Holdings could be developed for non-residential and non-agricultural uses such as guest houses, wedding venues and restricted business/commercial activities. All of these developments would depend on whether it could be serviced by way of a septic tank or conservancy. No development would be supported that would require to be linked to an outfall sewerage system.

Potential future urban areas

Areas are currently being investigated for the possible establishment of residential townships and as soon as more clarity has been received on these areas, a decision would be made to include these areas in the urban edge.

Urban Edge

An application for the amendment to the urban edge (as indicated on the Spatial Development Framework (SDF Map) was made to the Gauteng Department of Economic Development (GDED) to incorporate the areas of WRAH and Syferfontein into the urban edge, as well as to reflect new developable areas as earmarked by the Area Based Planning's sector plan. This application was made with the adoption of the IDP for 2008/9 by the Westonaria Local Municipality in 2008. A decision in this regard is still awaited from GDED.

Agriculture / Mining

The majority of the remainder of the northern portions of the study area should be retained for agricultural and mining activities. Most of this land is characterised by dolomitic conditions and is unsuitable for development from a geotechnical point of view. Large tracks of this land are owned by mining companies and are being used for mining operations. This area should be utilised for mining purposes as required while the remainder of the area could be utilised to accommodate agricultural and related uses. The possibility of establishing small scale intensive farming activities in support of the urban structure should be promoted.

Conservation / Mining

The southern portions of the study area are earmarked for conservation and mining activities. No further future urban development should be encouraged to take place in this area as it will be contrary to the concept of a compact urban structure. The mining activities which are currently taking place, as well as potential future activities should be accommodated in this zone. This area is also located in the zones with the highest conservation potential as indicated on Map. The areas which are not utilised for mining activities should thus be reserved for conservation purposes.

Housing

Housing within the Westonaria Local Municipal area is at present being dealt with by Gauteng Department of Local Government and Housing.

Area Based Planning

There is an urgent need to change the approach in order to deliver far reaching, but orderly, land and agrarian reform during the next ten years and in this regard the department of Land Affairs together with municipalities, are proposing Area Based Planning (ABP) as a fundamental tool for the integration and alignment of land reform with the strategic priorities of provinces, municipalities and other sectors.

The Area Based Plans will serve as a catalyst for land related developments at a municipal level and should be aligned with plans for Local Economic Development, Sustainable Human Settlement, Agricultural and Basic Services.

This will enable the Department of Land Affairs and Westonaria Local Municipality to formulate strategies that will enable greater access to and participation in land and agrarian reform initiatives. The ABP is designed to speed up the Land and Agrarian reform programme while at the same time provide for enhanced economic development. It is thus an important tool in the delivery of key national policy objectives such as Accelerated and Shared Growth Initiative of South Africa (ASGISA).

The Department of Land Affairs (DLA) is in the process of appointing consultants to assist the DLA and Westonaria Local Municipality to formulate a land sector plan that will be the key vehicle for enhanced integrated planning and a platform for better intergovernmental relations and public participation.

<u>Urban Edge</u>

An application for the amendment to the urban edge (as indicated on the SDF Map) was submitted to the Gauteng Department of Economic Development to incorporate the areas of WRAH and Syferfontein into the urban edge. As new developable areas as earmarked by the Area Based Planning's sector plan are made known, the urban edge might need amendment.

10.4 PROPOSED OTHER DEVELOPMENTS ON THE WEST RAND

10.4.1 Droogeheuvel, Middelvlei and Westonaria South Housing Projects

Power Consortium / Gauteng Department of Housing (GDoH)

Powerhouse Consortium (Pty) Ltd (PHC) on 11 March 2009 submitted a progress report to the Gauteng Department of Housing (GDoH) in respect of the Droogeheuvel, Middelvlei and Westonaria South Housing Projects.

Background information on the Project, as an identified Provincial Flagship Project, is envisaged to be an integrated, sustainable human settlement, utilising the principles of the Breaking New Ground Policy (BNG) of the National Department of Housing.

The West Rand Professional Resource Team (PRT) investigated various sites within the larger West Rand area. Droogeheuvel, Middelvlei and Westonaria South were identified as the most suitable sites for the relocation of the Bekersdal informal community.

In September 2007, a business plan was completed by PHC to inform the implementation of the project namely:

- Programming of Development;
- Phasing of Development:
- Mix (Density/Income/Tenure Ratios) of Development;
- Funding Requirements of the Development; and
- Potential Involvement of the Private Sector in the Development.

The Business Plan was based on the development of 17 822 residential stands of mixed density, typology and market of which approximately 9 000 (50%) single residential stands is proposed to be used for subsidy housing.

The Business Plan foresaw implementation of the Project by the Gauteng Department of Housing (GDoH) through PHC as its implementing agent which was appointed by GDoH in October 2007.

Project Status is also set out in the Progress Report including maps indicating the Phases per project area. The report is available form the Head of Department: Corporate Services responsible for Housing.

The Droogeheuvel, Middelvlei and Westonaria South projects have been divided into 9 phases and 26 sub phases/precincts according to the following principles:

- The availability of existing surrounding engineering services (and capacity).
- The availability of bulk services capacity to the site.
- Linking of the existing neighbouring developments of Eikepark; Mohlakeng; Toekomsrus and Aureus; and Westonaria town and Simunye to Droogeheuvel, Middelvlei and Westonaria South respectively.
- The availability of existing supportive infrastructure.

The implementation plan is as follows and motivated by the following:

First Phase: Middelvlei

- Bulk water capacity is available from Mohlakeng to service the first phase of Middelvlei.
- ° First phase of the bulk outfall sewer.

After considering the above, the GDoH has made provision on

its 2008/09 budget for the construction of 500 units in the Pilot project.

Second Phase: Droogeheuvel

Bulk capacity (water) is not currently available

Third Phase: Westonaria South

Planning Process has commenced.

It is to be noted that electricity will not be available to any of the phases in the short term and consequently was not a factor in determining the phases.

The Urban Design Framework addresses the following:

- The projected yield of the different housing types per stand size per phase;
- Urban Design Framework;
- Cost and Financial Model informed by the following critical project assumptions:
 - Full level of engineering services Service Agreement is signed between the relevant parties;
 - Land purchase price;
 - Commercial land to be used as financing tools;
 - Coordinated land Release and Development;
 - Land Rights to be used as security for loans;
 - bulk services contributions;
 - Project should be Bankable;
 - Business plan should be approved and accepted by GDoH, Westonaria Local Municipality and Randfontein Local Municipality;
 - Mixture of housing typologies various stand sizes;
 - Hybrid electrical reticulation;
 - Supportive infrastructure to be developed simultaneously;
 - ° Erf sizes;
 - o Variety of housing sized and typologies'
 - Subsidy top structure as an enhanced product;
 - ° Revised income to fund the subsidised top structures:
 - Landscaping along major arterial routes.
- Pilot Project Area: (Middelvlei Portion 1A, and Phases 2A, 2B & 2C) the layout of this township is attached as Annexure

The projected yield of the different housing types per stand size per phase is as follows:

Project Area	Phase		Н	ousing Type			Total
		Detached 300sqm	Detached 250sqm	Semi- Detached 180sqm	Row Houses 120sqm	Walk- ups at 120 units Per Ha	
Middelvlei	1		706	589	589	551	2435
	2		286	238	238	1019	1781
	3		770	642	642	478	2532
Subtotal			1762	1469	1469	2048	6748
Droogeheuvel	4		377	314	314	1082	2087
	5		530	442	442	413	1827
	6		618	515	515	481	2129
Subtotal			1525	1271	1271	1976	6043
Westonaria	7	1163				980	2143
South	8	1480	555	463	463	433	3394
	9		1849	1541	1541	1440	6371
Subtotal		2643	2404	2004	2004	2853	11908
Totals		2643	5691	4744	4744	6877	24699
Subsidised				94	88	3438	12926
Unsubsidised		83	34			3439	11773

It is envisaged that the majority of the 180 m² and all of the 120 m² erven will be utilised for subsidised housing, while all the 300 m² and 250 m² erven and some of the 180 m² erven will be utilised for bonded and finance linked housing, in order to provide an approximate 50/50 split between subsidised housing and non and semi subsidised housingrespectively. The walk up units will also be split equally between the two funding approaches.

Achievements to date

In order to initiate development in the area as soon as possible, DoH has requested that the portion of the project that has, or shortly will have access to basic bulk and/or link services and where the land is available be developed as a pilot project.

A portion of Middelvlei owned by Randfontein Estates in Phases 1,2A, 2B and 2C has been identified for this purpose. A township application (Mohlakeng Extension 11) has been prepared by PHC and approved by the GDoH which includes this area.

Installation of internal water and sewerage services: Following a tender process, Makole Property Development was appointed as the contractor on 1 July 2008. After the appointed contractor had secured his guarantee, the site was handed over on 16 July 2008. Contractual start date: 31 July 2008, Contractual completion date 17 November 2008. At the date of the last site meeting on 18 November 2008, the contract was 90% complete. The outstanding work relates to the construction of the link and water services and the testing and handing over of the services.

Construction of top structures: Absa Devco has appointed a contractor for the construction of the 20 units in the show village and an additional 50 units up to an amount of R200 000 pending DoH approval of funding. contractor was established on site on 13 October 2008 and is currently constructing 54 units. Twenty units are roofed and being finished internally, while an additional 34 are under construction and 70 foundation slabs have been cast. Completion of the units has been delayed due to work stoppages enforced by local community groups, demanding a stake in the contract. Five local subcontractors have been employed by the main contractor to complete 30 units. A tender has been prepared for the construction of a further 500 units and was issued to 10 selected contractors on 23 October 2008. The tender closed on 6 November 2008. Six tenders were received. Two 30 day extensions to the validity period of the tender have been accepted by the tenderers, the second of which expired on 2 April 2009. adjudication of the tenders, DAC, at its meeting on 11 March 2009, approved the appointment of one tenderer, subject to certain conditions being fulfilled.

Local Planning Steering Committee Meeting: 4 February 2010

Latest news on the housing development at Mohlakeng Ext 11 (Middelvlei) development is that an agreement was reached that Absa Devco will get involved in financing the construction of houses at the Mohlakeng Ext 11 (Middelvlei) development.

As from 1 February 2010 the contractor was on site busy with site clearing in preparation for the construction of 500 low cost houses.

The contractor has been permitted to use the show houses for storage purposes and other related tasks.

The main contractor, in future, is to attend the Local Planning Steering Committee meetings.

10.4.2 Glenharvie & Extension 8

Goldfields South Africa is currently busy to develop approximately 450 units in Glenharvie and Extension 8 for rental accommodation for employees of Goldfields.

10.4.3 Land Surrounding the Lanseria Airport

Amari Land, one of the companies of the American estate tycoon, Mr Preston Haskell during February 2009 announced that all the land surrounding the Lanseria Airport stand to be developed into a multi-purpose development. It is foreseen that within 20 to 30 years the development will be equal to the Cape Town City basin.

Mr Haskell indicated that the area adjacent to the Lanseria Airport has the potential of becoming one of the strongest green nodes in Gauteng. This concept urged him to consider a development where people can stay, work, do business and catch an airplane to the next destination.

One of the aims of Amari Land, established in 2007, is to identify opportunities for development across the African continent. A similar project is underway in the Democratic Republic of Congo's Katanga province.

Through its endeavours Amari Land obtained 900 ha of land suitable for the development of 7,7 mil m² industrial sites, offices, shops and housing units.

Should the full project come of the ground, the development will have the ability to overtake Melrose Arch in Johannesburg and Century City.

A loan of R240mil was taken up with Nedbank to finance the first phase of the infrastructure.

Mr Haskell cautioned that the development can take up to 30 years to complete. A development of such an extent can easily generate investments of R35 to R40 milliard.

The Cradle City will be developed through six phases starting with a commercial park adjacent to the airport. Light industrial stands of 250 000m² and office space of 140 000m² are planned. A shopping mall of 10 000m² and a hotel within the office park are also planned for the project and will be announced shortly.

11. DISASTER MANAGEMENT

11.1 LETTER OF PROMULGATION

The Disaster Management Act, 2002, assigns the Disaster Management function and accountability to category A and C municipalities, and by implication, the WRDM is regarded as a Disaster Management Centre.

The Act determines the following obligations of municipalities:

"Disaster management plans for municipal areas

- 44.(1) Each metropolitan and each district municipality must prepare a Disaster Management Plan for its area according to the circumstances prevailing in the area.
 - (2) A Disaster Management Plan for a municipal area must
 - (a) form an integral part of the municipality's integrated development plan;
 - (b) anticipate the types of disaster that might occur in the area and their possible effects:
 - (c) identify the communities at risk;
 - (d) provide for appropriate prevention and mitigation strategies;
 - (e) identify and address weaknesses in capacity to deal with possible disasters;
 - (f) facilitate maximum emergency preparedness; and
 - (g) contain contingency plans and emergency procedures in the event of a disaster, providing for –
 - the allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
 - (ii) prompt disaster response and relief;
 - (iii) the procurement of essential goods and the provisioning of essential services;
 - (iv) the establishment of strategic communication links;
 - (v) the dissemination of information; and
 - (vi) other matters that may be prescribed.
 - (3) A district municipality must prepare its disaster management office after consultation with the local municipalities within its area.
 - (4) A municipality must submit a copy of its disaster management plan, and any amendment to the plan, to the Centre."

11.2 EXECUTIVE SUMMARY: THE DISASTER MANAGEMENT PLAN

11.2.1 Introduction

The objective of a Disaster Management Plan is to provide for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigation the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery.

The Disaster Management Plan is also meant to set out the roles and responsibilities with regard to disaster management of each line management within the Local Municipality in accordance with the provisions of the Disaster Management Act (Act 52 of 2002). In terms of this Act, each municipal entity must prepare a Disaster Management Plan which is a reactive plan that addresses the following critical questions:

- What will we do when disaster strikes?
- What resources do we have?
- How will the gaps be filled?

11.2.2 Municipal Mitigation Monitoring Task Teams (MMMTT)

In order to effectively implement its Disaster management Plan, it is expected that the municipality should establish a Municipal Mitigation Monitoring Task Team (MMMTT).

The Municipality is also required to establish an Advisory Forum which should work hand in hand with the MMMTT in order to ensure that the Disaster Management Plan of the municipality becomes a living document addressing the needs of the local community.

In order for the District and Metropolitan Disaster Management Centres to meet the envisaged legal obligations as alluded to above, Municipal Mitigation Monitoring Task Team, must be established within a municipality.

Compilation of MMMTT's

- 1. Each MMMTT'S must be representative of all functional units within municipality.
- 2. Each functional unit within the municipality must delegate responsibility to an identified employee within its senior middle management level to serve in the MMMTT.
- 3. The MMMTT must regularly assess the progress made with the reduction of identified risks and vulnerability within the area of jurisdiction of the local municipality.
- 4. The assigned Disaster Management Officer of the Category A & C Municipalities will convene and chair the MMMTT.

Activities of the MMMTT

- Each MMMTT must regularly assess the progress made with the reduction if identified risks and vulnerability as contained in the official risk and vulnerability assessment forming part of the IDP of the municipality.
- 2. The MMMTT must consider and recommend mitigation measures pertaining to risk and vulnerability reduction.
- 3. All activities of the MMMTT must be properly minute and such reports must be submitted to the assigned Disaster Management Officer of the municipality and Head of the centre.
- 4. Scheduled meetings of the MMMTT must be held on a monthly basis.
- 5. All reports of the MMMTT shall be regarded as confidential.
- Consolidated MMMTT reports shall be submitted to the Section 80
 Public Safety Portfolio Committee and Municipality Manager of each
 Municipality.
- 7. Consolidated MMMTT reports shall be submitted to the Provincial Disaster Management Centre and National Disaster Management Centre on a quarterly basis.

11.2.3 <u>Municipal Mitigation Monitoring Task Team Terms Of Reference</u>

Statutory Background

Section 47 (1) of the Disaster Management Act 57 of 2002, inter alia requires the following-

- 'A municipal management centre, to the extent that it has the capacity, **must** give guidance to organs of state, the private sector, non-government organizations, communities and individuals in the municipal area to assess and prevent or reduce the risk of disasters, including-
- (a) ways and means of-
- (i) determining levels of risk:
- (ii) assessing the vulnerability of communities and households to disaster that may occur;
- (iii) increasing the capacity of communities and households to minimize the risk and impact of disaster that may occur; and
- (iv) monitoring the likelihood of, and the state of alertness to disaster that may occur;
- (b) the development and implementation of appropriate prevention and mitigation methodologies;
- (c) the integration of prevention and mitigation methodologies with development plans, programmes and initiatives; and
- (d) the management of high-risk development.'

Section 47 (2) of the Disaster Management Act 57 of 2002 provides for the following-

'A municipal disaster management centre must promote formal and informal initiatives that encourage risk-avoidance behaviour by

organs of state, the private sector, non- government organization, communities, household and individuals in the municipal area.'

Monitoring, measuring performance and evaluating management plans and prevention, mitigation and response initiatives

Section 48. (1) of the Disaster Management Act 57 of 2002, inter alia requires the Following-

'A municipal disaster management centre must-

- (a) monitor-
 - (i) progress with the preparation and regular updating in terms of sections 52 and 53 of disaster management plans and strategies by municipal organs of state involved in disaster management in the municipal area;
 - (ii) formal and informal prevention, mitigation and response initiatives by municipal organs of state, the private sector, non-government organizations and communities in the municipal area, including the integration of these initiatives with development plans; and
 - (iii) the compliance in the municipal area with key performance indicators envisaged by section 7(2) (m); and
- (b) from time to time, measure performance and evaluate such progress and initiatives.'

11.3 . COMPOSITION OF ADVISORY COMMITTEE

Designated personnel from WRDM Disaster Management component

Commanding Officer Westonaria Emergency Services.

- A Senior Representative or secundi from WLM Municipal Manager's Office*
- ❖ A Senior Representative or secundi from Community Services*
- A Senior Representative or secundi from Public Safety Section
- ❖ A Senior Representative or secundi from Water and Sewer Section*
- ❖ A Senior Representative or secundi from Environmental Health Department Section*
- A Senior Representative or secundi from Roads and Infrastructure Section*
- Designated personnel from Provincial Disaster Management component*

All above marked* must have been designated by the Executive Mayor in terms of Section 51(1) b of the Act. Members could be co-opted to be permanent from Heads of Departments Cluster.

The following should also be co-opted into the Forum:

- Organized Commerce and Industry
- Organized Labour Municipality
- Relevant recognized Community Based Organisations (CBO's)
- The Insurance Industry in the Municipality
- Religious and Welfare Organizations operating within the area of the Municipality
- The Medical Sector Hospitals in the Municipality's area
- Instructions of Higher Education
- Social Welfare and Development
- Home Affairs
- Institutions with scientific and technological expertise
- Other relevant non-governmental organizations and relief agencies in the Municipal area.
- Experts in Disaster Management designated by the Executive Mayor.
- Government Agencies such as South African Police Services and South African National Defence Force.

RECOMMENDED ADMINISTRATIVE PROCESS

- To ensure that the minutes are finalised and circulated within 10 working days after the meeting was held.
- To ensure that at least a 7 working days notice is given to members, with the Agenda circulated.
- To ensure that regular Disaster Management meetings are held
- Special or extra-ordinary meetings may be called by the Chairperson of the Forum on written request by a quarter of the membership of the Forum. Good reasons have to be provided /given for such meetings to be held.

11.4 CONTACT DETAILS OF PERSONNEL IN KEY POSITIONS:

Senior members of staff are expected to play a leading role in the actual implementation of the Disaster Management Plan of the municipality. The contact details of these individuals must also be included in the plan to ensure that ordinary members of the community have an idea as to who they should call in the event of a disaster.

The contact details of senior managers are included as follows in the plan:

NAME	DESIGNATION	TEL NO
Mr. Langa Thibini	Act Municipal Manager	011-278- 3020
Ms M Engelbrecht	Act HOD: Corporate	011-278-3024
	Services	
Mr Manie van Brakel	Chief Financial Officer	011-278-3012
Vacant	Compliance & Performance	
Mr Mpoti Machaba	HOD: ID & P	011-753-1953
Ms Tokky Morolo	HOD: Community Services	011-278-3017
Ms Marie Engelbrecht	Manager: Admin Section	011-278-3024
Ms Sophy Maqhubu	Manager: HR	011-278-3026
Mr Ben van Niekerk	Manager: Legal, Property	011-278-3022
	& Planning	
Mr Tommie du Toit	Manager: Expenditure,	011-278-3051
	Procurement & Stores	
Mr Henk Botha	Manager: Revenue, Credit	011-278-3063
	Control & Debt Collection	
Ms Renet Killian	Manager: Financial	011-278-3052
	Planning	
Mr Smuts Monoane	Manager: Local Economic	011-278-3089
	Development (LED)	
Ms Elize Botha	Manager: Internal Affairs	011-753-1953
Mr Themba Kase	Acting Manager: Roads &	011-278-3230
	Storm water	
Mr Moses Mokwana	Acting Manager: Waste	011-278-3232
	Management, Parks &	
	Cemeteries	
Mr Frazer Quinn	Manager: Electrical	011-753-2790
Mr Lourens Erasmus	Act Manager: Water &	011-278-3016
	Sewer	
Vacant	Manager: Housing	
Mr Mokete Lethetsa	Manager: Public Safety	011-278-3040
Ms Patricia Ncapai	Assistant Director:	011-278-3000
	Provincial Health	
26.71	(seconded)	011.050.0104
Mr Jimmy Mokgosi	Manager: Social	011-278-3106
M. C W.	Development	011 070 0017
Mr Gawie Viljoen	Operational Manager:	011-278-3045
	Environmental Health	

11.5 DEPARTMENTAL DISASTER MANAGEMENT PLANS

Each department has had an opportunity to develop its own departmental and section specific plans which when put together constitute the main Disaster Management Plan of the Municipality.

11.6. PUBLIC PARTICIPATION

The critical aspect of a Disaster Management Plan is that it must be responsive to the needs of the local community, meaning that it must accurately and effectively address the real needs of the targeted community.

The only way that this objective can be realised is through the active participation of the members of the targeted community in its development. It is pointless and a sheer waste of resources for the municipality to develop a Disaster Management Plan aimed at a particular community without the involvement of the members of the same community in its development.

The process of community participating was followed to the letter in the development and drafting of this plan. This process is set to continue in the future because a Disaster Management Plan has to be reviewed on an annual basis as part of the IDP review process.

11.7. CONCLUSION

As mentioned above, the Disaster Management Plan is a dynamic document which is flexible, meaning it can be reviewed regularly in order to be relevant and address the current circumstances. This also means that it has to make provision for regular interaction with in particular vulnerable members of the community by way of presenting different safety awareness training programmes to them.

The aim of these training programmes will be to capacitate and empower those vulnerable members of the community in what to do to prevent possible disasters, and also what to do in the event of a disaster.

The WLM Disaster Management Plan was approved by Council last year (2009) but needs to be reviewed as circumstances have changed from what they were last year. This review process is going to take place in the form of a Public Participation Process. This is going to be done as part of the current Public Participation Process under way.

The MMMTT has not been functioning as expected which may necessitate the need for Council to consider the employment of a dedicated Disaster Management Officer who will ensure that Disaster Management becomes a daily business of Council like all other Council responsibilities.
